
The Influence of Leadership Style and Work Motivation on the Performance of Employees in the Cooperatives, Micro-business, Trade and Industry Office of Tanah Bumbu Regency, South Kalimantan Province

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Abstract

The purpose of this study was to determine the influence of leadership style and work motivation on the performance of employees in cooperatives, micro- enterprises, trade and industry in Tanah Bumbu district, South Kalimantan province. The method used is correlational research with a quantitative approach which aims to provide a fairly clear picture of the influence of leadership style and work motivation on the performance of employees at the Cooperative, Micro Enterprise, Trade and Industry Office of Tanah Bumbu Regency, South Kalimantan Province. The research was conducted on 36 employees of the Department of Cooperatives, Micro Enterprises, Trade and Industry and was conducted for a month. The results showed that leadership style and work motivation have a significant simultaneous effect on employee performance, and leadership style and work motivation have a partial significant effect on employee performance, and leadership style is a variable that has a dominant effect on employee performance in the Department of Cooperatives, Micro Enterprises, Trade and Industry of Tanah Bumbu Regency, South Kalimantan.

Keywords: Leadership Style, Work Motivation, performance.

1. Introduction

In today's era, an organization can be considered successful when there is someone within the organization who can be a responsible and self-evaluating driving force, and in this case, an ideal leader. The leader is at the core of management. The success of an organization is highly influenced by the performance of its leader and subordinates. Every organization, whether a company or a government agency, always strives to improve the performance of its employees in the hope of achieving its goals. A leader who can effectively motivate and guide their subordinates can have a positive impact on the organization's internal performance, significantly affecting the behavior and performance of its employees.

Every organization, in its pursuit of goals, inevitably encounters challenges and problems, as is the case with the Cooperative, Micro, Trade, and Industry Office of Tanah Bumbu Regency. The researcher has observed phenomena that can influence or hinder the agency's performance. Before discussing these phenomena, let's provide some background information about the Cooperative, Micro, Trade, and Industry Office of Tanah Bumbu. This office is a government entity responsible for trade and industry matters. It is led by a Head of Office who reports to the

Regent through the Regional Secretary. The office plays a crucial role in supporting the Regent's agenda related to trade and industry.

Good employee performance is also closely tied to the leadership provided by superiors. When superiors provide effective leadership, employees tend to perform better. However, issues related to leadership, such as a lack of firmness on the part of superiors, can lead to employees not adhering to their work hours, which, in turn, affects their performance. Therefore, leaders must be more assertive with their employees to improve their performance.

Effective organizational management requires professional leadership to support the organization's work agenda. Leaders must be creative and innovative in developing their employees' capabilities to enhance their performance significantly. Leadership is deemed crucial because changing leadership often results in changes in the performance of a unit, department, or organization.

However, not all employees have excellent performance records within a company. One contributing factor is the ability of leaders to manage the available resources within the company. Different leadership styles implemented by leaders can have varying effects on employees' motivation. There are also issues related to motivation, including insufficient support and motivation for employees. Thus, leaders must enhance motivation to create a conducive environment within the organization. Motivation significantly affects employee performance, as motivated employees tend to work to the best of their abilities with enthusiasm.

Another factor affecting performance is job motivation. Motivation varies among individuals, and it plays a crucial role in an employee's actualization to improve their performance. In organizations and companies, interactions occur among individuals with diverse behaviors. Therefore, motivation is an essential subject for leaders or managers, as they work through and with others.

A well-functioning organization strives to enhance its human resources' capabilities, as this is a key factor in improving employee performance. Therefore, companies must treat each employee with the utmost care in all aspects of their work.

Through observations conducted at the Cooperative, Micro, Trade, and Industry Office of Tanah Bumbu, the researcher identified several problems within the institution, especially related to declining employee performance. Some employees struggle to meet their job requirements. On the other hand, many employees fail to comply with regulations, such as arriving late or leaving without permission from superiors, which disrupts their work. While motivation has been provided to employees in the form of awards for those who achieve their targets, some employees are not motivated by these awards.

Based on the existing phenomenon and issues, the research question related to The Influence of Leadership Style and Work Motivation on the Performance of Employees in the Cooperatives, Micro-Business, Trade and Industry Office of Tanah Bumbu Regency, South Kalimantan Province, is:

1. Does leadership style and work motivation have a significant simultaneous influence on the performance of employees in the Cooperative, Micro, Trade, and Industry Office of

Tanah Bumbu Regency, South Kalimantan?

2. Do leadership style and work motivation have a significant partial influence on the performance of employees in the Cooperative, Micro, Trade, and Industry Office of Tanah Bumbu Regency, South Kalimantan?
3. Which variable has a dominant influence on the performance of employees in the Cooperative, Micro, Trade, and Industry Office of Tanah Bumbu Regency, South Kalimantan?

2. Literature Review

2.1 Human Resource Management

According to Hasibuan (2019), Human Resource Management is the science and art of organizing the relationships and roles of the workforce to effectively and efficiently assist in achieving the goals of the company, employees, and the community. Management is the science and art of organizing the process of utilizing human resources and other resources effectively and efficiently to achieve specific goals. This management consists of 6 elements, namely: humans, money, methods, materials, organization, and the market. The human element has evolved into a field of management science called Human Resource Management or HRM. Management that deals with the human element is sometimes referred to as personnel management.

2.2 Leadership Style

Leadership style is a set of behaviors or traits that are distinct to each leader and are displayed to subordinates or employees with the intention of providing positive encouragement or motivation. Leadership style consists of a set of characteristics used by a leader to influence subordinates so that organizational goals can be achieved, or it can be said that leadership style is a preferred pattern of behavior and strategy. On the other hand, some opinions state that leadership style is a comprehensive pattern of a leader's actions, both visible and invisible to their subordinates. Leadership style depicts a consistent combination of philosophy, skills, traits, and attitudes that underlie behavior. According to Siagian, a person's leadership style is synonymous with the leadership type of the individual. Each leader has their own unique and distinctive characteristics, habits, temperament, nature, and personality, which differentiate their behavior and style from others. The success of an organization or company in achieving its goals and aspirations is influenced by the leader, both in terms of the leader's own characteristics and the leadership style applied within the organization or company (Bunga, 2022).

2.3 Work Motivation

Motivation is defined as a drive. Drive is a psychological impulse and behavior of a person to act. Meanwhile, a motive can be considered a driving force, meaning something that can propel a person to take action or behavior, and within that action, there is a specific goal. In every employee working in a company, motivation is needed from leaders or from others. Because of motivation, employees can improve their performance in their work. Work motivation is an inner drive or work spirit that arises within a person to carry out something according to their expectations. Motivation can be defined as an action to influence others to behave in an orderly manner. Motivation is the task of managers to influence others (employees) in a company.

According to Siswanto, motivation can be interpreted as the mental state and mentality of humans that provide energy, drive activities (mones), and direct behavior toward needs that provide satisfaction or reduce imbalance (Marini Andini Rangkuti, 2021).

2.4 Performance

Performance is the result of a process that is referenced and measured over a specific period of time based on predetermined rules or agreements. Ilyas states that performance is the work performance of individuals as well as within an organization. The performance of work is not limited to personnel holding functional or structural positions but also to all personnel in the organization. Employee performance is the result of a specific work process that is planned in terms of time and place by the employee and the respective organization. The factors that affect performance achievement are records of the consequences produced in job functions or activities over a specific period related to the organization's goals. Performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Performance is a form of effort, activity, or program initiated and carried out by organizational or company leaders to direct or control employee achievements (Rangkuti, 2021).

Based on the interpretations above, it can be concluded that employee performance is the result of work, work achievement, or the process of an employee in performing their tasks, which can be assessed in terms of quality and quantity, used to determine the effectiveness or ineffectiveness of the employee in fulfilling their role in a company within a specific period. Therefore, employee performance can play a significant role in contributing to the company.

2.7 Conceptual Framework and Research Hypothesis

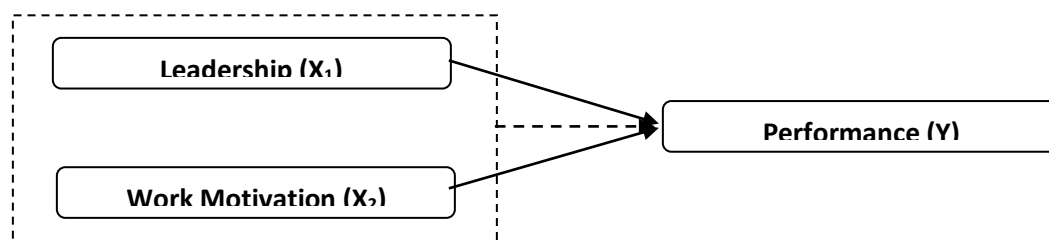


Figure 1. Conceptual Framework

Hypotheses are temporary answers to research findings, the truth of which will be verified through the research results. The hypotheses proposed in this study are as follows:

- a. Leadership style and work motivation have a significant simultaneous influence on the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency, South Kalimantan.
- b. Leadership style and work motivation have a significant partial influence on the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency, South Kalimantan.

- c. Leadership style is the dominant variable affecting the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency, South Kalimantan.

3. Research methods

A correlational research with a quantitative approach is a form of research presented with numbers, based on systematically collected data about the facts and properties of the objects under study by examining the relationships between the variables involved. It is then interpreted based on theories related to the issues raised by the researcher. This method aims to provide a clear picture of the problem being studied.

The population in this research consists of 36 non-civil servant employees at the Department of Cooperatives, Micro Enterprises, Trade, and Industry of Tanah Bumbu Regency. According to Sugiyono as cited in Sifa (2017:69), a sample is a portion of the total and the characteristics possessed by the population. The sample represents a subset of the population that is to be studied. Determining the sample size involves steps to decide how large the sample should be in conducting research. It is also important to note that the selected sample should be representative, meaning that all characteristics of the population should be reflected in the chosen sample. According to Arikunto, if the population size is less than 100 individuals, the entire population should be taken as a sample. However, if the population is larger than 100 individuals, a sample size of 10-15% or 20-25% of the total population can be selected. Therefore, the sample size to be taken is the entire population, which consists of 36 respondents.

The data analysis technique used in this research is instrument testing which includes Validity and Reliability Tests, Classical Assumption Tests, and Multiple Regression Analysis.

4. Research Result

4.1 Validity Test

Table 1 Validity Test Result

Variable	Question Item	r count	r table	Result
Leadership (X1)	P1	0.617	0.329	Valid
	P2	0.656	0.329	Valid
	P3	0.466	0.329	Valid
	P4	0.809	0.329	Valid
	P5	0.809	0.329	Valid
	P6	0.869	0.329	Valid
	P7	0.708	0.329	Valid
	P8	0.816	0.329	Valid
Work Motivation (X2)	P9	0.740	0.329	Valid
	P10	0.692	0.329	Valid
	P11	0.757	0.329	Valid
	P12	0.791	0.329	Valid
	P13	0.634	0.329	Valid
	P14	0.908	0.329	Valid
	P15	0.685	0.329	Valid
	P16	0.908	0.329	Valid
	P17	0.627	0.329	Valid

Performance (Y)	P18	0.617	0.329	Valid
	P19	0.656	0.329	Valid
	P20	0.466	0.329	Valid
	P21	0.809	0.329	Valid
	P22	0.809	0.329	Valid
	P23	0.869	0.329	Valid
	P24	0.708	0.329	Valid

Source: SPSS data output 2023

From Table 1 above, it can be seen that the calculated r-values for each questionnaire item are greater than the critical r-value from the table. Therefore, it can be concluded that each questionnaire item is valid.

4.2 Reliability Test

Table 2. Reliability Test Result

Variable	Question Item	Cronbach Alpha	Comparison	Result
Leadership (X1)	P1	0.958	0,60	Reliabel
	P2	0.958	0,60	Reliabel
	P3	0.960	0,60	Reliabel
	P4	0.956	0,60	Reliabel
	P5	0.956	0,60	Reliabel
	P6	0.955	0,60	Reliabel
	P7	0.957	0,60	Reliabel
	P8	0.956	0,60	Reliabel
Work Motivation (X2)	P9	0.957	0,60	Reliabel
	P10	0.957	0,60	Reliabel
	P11	0.956	0,60	Reliabel
	P12	0.956	0,60	Reliabel
	P13	0.958	0,60	Reliabel
	P14	0.955	0,60	Reliabel
	P15	0.957	0,60	Reliabel
	P16	0.955	0,60	Reliabel
	P17	0.958	0,60	Reliabel
	P18	0.958	0,60	Reliabel
	P19	0.958	0,60	Reliabel
	P20	0.960	0,60	Reliabel
	P21	0.956	0,60	Reliabel
	P22	0.956	0,60	Reliabel

Variable	Question Item	Cronbach Alpha	Comparison	Result
Performance (Y)	P23	0.955	0,60	Reliabel
	P24	0.957	0,60	Reliabel

Source: SPSS data output 2023

Based on the table above for the reliability testing results, it is evident that among the tested questionnaire items, all of them are reliable as they have Cronbach's alpha values if the item is deleted that are above 0.60.

4.3 Multiple Linear Regression

Table 3 Coefficients Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Beta		
1	(Constant)	.943	1.187		.795	.432
	Leadership (X ₁)	1.118	.068	1.103	16.360	.000
	Work Motivation (X ₂)	-.137	.065	-.142	-2.105	.043

Source: SPSS data output 2023

Based on table 3, the multiple linear regression equation is $Y = 0,943 + 1.187X_1 - 0,137X_2 + e$

The regression equation can be explained as follows:

- $a = 0.943$ This means that if all independent variables have a value of zero (0), the dependent variable (Performance) will be 0.943.
- $X_1 = 1.118$ For each one-unit increase, the Performance variable will increase by 1.118, assuming that the other independent variables in the regression model remain constant.
- $X_2 = -0.137$ This value indicates a negative (opposite direction) relationship between the work motivation variable and performance, meaning that for each one-unit increase in the work motivation variable, the performance variable decreases by -0.137, assuming that the other independent variables in the regression model remain constant.

4.4 F test (simultaneous)

Table 4 Recapitulation of Simultaneous Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	246.344	2	123.172	437.318	.000b
	Residual	9.295	33	.282		
	Total	255.639	35			

Based on the SPSS output in Table 4 above, we can observe that the calculated F-value is greater than the critical F-value ($437.318 > 3.28$) at a significance level below 0.05, which is 0.000. Based on the decision-making process for simultaneous tests in regression analysis, it can be concluded that the first hypothesis (H1) is accepted.

4.5 t test (partial)

Based on the results of the regression analysis on table 3 between Leadership and Work Motivation on Performance, it can be elaborated as follows:

a. Leadership on Performance

The leadership style variable X1 obtained a calculated t-value of 16.360, which is greater than the critical t-value of 2.035, and the significance level is 0.000, which is less than 0.05. This indicates that leadership style has a positive influence on performance.

b. Work Motivation on Performance

The work motivation variable X2 obtained a calculated t-value of -2.105, which is greater than the critical t-value of 2.035, and the significance level is 0.043, which is less than 0.05. Although the calculated t-value is negative, the significance level indicates that the work motivation variable has a statistically significant negative influence on performance. Therefore, it can be concluded that work motivation has a negative impact on performance.

4.6 Dominant Test

The dominant test is conducted to determine which independent variable has the most significant influence on the dependent variable when compared to several other independent variables. To identify the dominant variable, you can examine the beta coefficient values and the highest calculated t-value. From Table 3 above, it can be seen that the beta coefficient value of the leadership style variable is the highest at 1.103, and the calculated t-value for the leadership style variable is also the highest at 16.360. Based on the decision-making process for the dominant test in regression analysis, it can be concluded that the third hypothesis (H3) is accepted.

5. Discussion

1. The simultaneous influence of leadership style and work motivation on the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency.

Based on the research on the variables of leadership style and work motivation, the researcher found that the majority of the employees' performance in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency

agreed that the variables of leadership style and work motivation studied in this research significantly influence the employees' performance in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency simultaneously. This is evident from the positive responses provided by the questionnaire respondents, which consisted of 24 statements related to leadership style and work motivation that describe the quality of leadership style and work motivation of the employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency that were studied. All of these statements are the result of the elaboration of the four indicators of leadership style and work motivation adopted by the researcher in this study. The four indicators of leadership style include ability and capability, firmness, self-confidence, and initiative. The three indicators of work motivation include the desire for rewards, the desire for recognition, working environment conditions, and job security.

2. The partial influence of leadership style and work motivation on the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency.

The hypothesis test results above between the leadership style variable (X1) and work motivation (X2), as well as the performance variable (Y1), show that the t-value for leadership style is 16.360, which is greater than the critical t-table value of only 2.035. This means that there is a positive influence of leadership style on employee performance. Additionally, the significance value is 0.000, which is less than 0.05. This indicates that leadership style has a significant partial effect on the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency.

This is because a leader is someone who has influence within the organization, and leaders have a significant relationship with their subordinates. Leadership style is a way that leaders interact with their subordinates. The leader's style will have an impact on their subordinates. The influence exerted by leaders is very significant. The leader's influence will affect the performance of their subordinates, motivating them to provide quality work to uphold the company or organization.

Leadership style is an important factor in providing guidance to employees, especially in today's context where transparency is crucial. The needed leadership is one that empowers their employees. Leadership that can motivate employees is leadership that fosters self-confidence among the employees in carrying out their tasks.

Furthermore, the t-value for work motivation is -2.105, which is greater than the critical t-table value of 2.035. This means that work motivation has a negative impact on employee performance because the t-value is negative. However, the significance value is 0.043, which is less than 0.05, indicating that work motivation has a significant partial effect on the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency.

In conclusion, work motivation has a significant partial effect on the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency, even though it has a negative impact.

3. The variable that has the dominant influence on the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency

From the results of the hypothesis testing in the above research, it can be observed that between the leadership style variable (X1) and work motivation (X2), as well as the performance variable (Y), the coefficient beta value of leadership style is higher than work motivation. This means that leadership style is more dominant in influencing performance. Therefore, it can be concluded that the hypothesis that leadership style has a dominant influence on the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency is accepted. Thus, to improve employee performance, the focus should be on enhancing leadership style. When leadership style improves, employee performance will also increase. Leadership style from a leader serves as a role model for subordinates, fostering a positive relationship between them.

6. Conclusion

Based on the analysis and discussion presented, the conclusions of this research are as follows:

1. On the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency, South Kalimantan.
2. Leadership style and work motivation have a significant partial influence on the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency, South Kalimantan.
3. Leadership style is the dominant variable affecting the performance of employees in the Department of Cooperatives, Micro, Small and Medium Enterprises (MSMEs), Trade, and Industry of Tanah Bumbu Regency, South Kalimantan.

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