

The Role Of Organizational Culture In Implementing Improvements General Administrative Officer Performance Of Regional Secretariat North Paser District

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Abstract.

Assistant General Administration is the organizational structure under the district secretary in charge of assisting the district Secretary in the implementation of local government. One way to realize the implementation of optimal governance is to demonstrate the performance of its employees. Performance is influenced by several factors including organizational culture, work discipline, leadership style, etc. Research aims to analyze the influence of organizational culture, work discipline and leadership style as a partial or simultaneous to the performance of assistant officers of the public administration of the District secretariat of the North Paser district. The sample in this study was 160 employees who were civil servants (PNS) at the assistant to the General administration of the regional secretariat of the North Paser district office as respondents.

Using multiple linear regression analysis method. The research shows that organizational culture, working discipline and simultaneous leadership style have a positive and significant impact on employee performance. The test results of partial significance from analysis and research studies show that organizational culture, work discipline and leadership style have a positive and significant influence on employee performance and organizational culture has influence the dominant performance of the three factors investigated.

Keywords: *organizational culture, work discipline, leadership style, and Employee performance*

I. INTRODUCTION

Civil servants as a tool in the government bureaucracy is required to be able to carry out the trust that is charged to him, as Abdi Negara and Abdi Society. As a state servant, civil servants must be able to sacrifice their souls and body for the advancement of the nation and homeland, while as a public servant should be able to serve the community optimally, therefore the performance of the employees is something that Important. Many obstacles affect the performance of both the organization and the performance of individual employees. (Cashmere, 2016) The factors that affect the performance of both outcome and work behavior are skills and expertise, knowledge, job design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, environment Work, loyalty, commitment and work discipline. The performance of an organization will increase when there is good cooperation and relationship between its leaders and employees. One of the things that must be considered in the implementation of work is the realization of good employee performance. Empirical problems that are present and related to the performance of employees, among them is the ability of employees in carrying out the work is not satisfactory. It is seen from the existence of some officers who still laze in doing the work given to them. Also the sheer number of jobs that accumulate that cannot be

completed in time. Problems involving employees ' ability must be resolved promptly. The limitation of reliable employees, who control operations is a fundamental issue in performance improvement Soedjono (2005), in his research suggests that organizational culture in addition to influence the organizational performance, influence the satisfaction of employees ' work. Further organizational performance affects employees ' work satisfaction. High employee satisfaction is one of the indicators of management's effectiveness, which means that the organizational culture has been well managed. Astutik (2016) in his research revealed that employee discipline is part of the performance factor needed to produce optimal performance so that organizational objectives can be achieved. In addition to organizational culture and work discipline, leadership styles are also one of the factors that affect performance. The phenomenon of leadership styles in Indonesia has become an interesting and influential problem in political and state life. In the business world, leadership styles have a strong influence on the organization's course and survival.

Khaliq and Marnis (2015), in his research, explained that the leadership of multi-functional processes that influence in determining organizational objectives, motivating follower behavior to achieve goals, influence to improve the group and culture. Besides, it also affects the interpretation of the events of its followers, organizing and activities to achieve the objectives, maintaining cooperation and group work relationship, obtaining cooperation support from people Outside the group. Based on phenomena existing in research and relevant research has a similarity in looking at the performance of officers, that a variable of discipline and leadership has always been the spotlight in improving employee performance, which distinguishes in This research sees the role of cultural Organization that will be able to improve the performance of employees because the organizational culture is the desire of the leadership supported by all employees in this case is the civil state apparatus.

The hope that will be able to be given in this research is to be able to contribute in improving the performance of employees who press on a good organizational culture, with good and true organizational culture then the role of civil state apparatus or Employees can serve the community well as a measure of performance provided by employees. Regional secretariat of the North Paser Sharpen district through the organizational and Governance section which is the organizational structure under the leadership of the General Administration field has implemented the implementation of the cultural values of the working Agreed with all regional device organizations in the North Paser district, in hopes of ensuring better quality of performance, improving productivity and providing reliable service to all stakeholders. As a manifestation of bureaucratic reform mandate in the North Paser district government. Formulation of problems From the background outlined above, it can be described in the following problem formula: Does organizational culture affect the performance of assistant officers of the General Administration of the District secretariat of the North Paser. Does the work discipline affect the performance of assistant officers of the General Administration of the District secretariat of the North Paser. Does leadership style affect the performance of assistant officers of the General Administration of the District secretariat of the North Paser.

Formulation of problems

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Library Overview

Performance is the result of employee/employee work over a given period compared to a variety of possibilities, such as the target standard, goal, or criteria predetermined and agreed together. If it does not do the job then an organization will fail. Hasibuan (2016), "performance is a result of the work that is accomplished by a person in carrying out the duties charged to him that is based on his skills, experience, and sincerity and time". Cashmere (2016), "performance is a result of work and work behavior that has been accomplished in completing the duties and responsibilities given in a specific period". Suntoro in Uha (2013), explained that performance is the result of work achieved by a person or group of people in an organization according to the authority and responsibilities of each in order to achieve the objectives of the organization legally, not violate the law and in accordance with moral and ethics. Gibson in Uha (2013), reveals that a person's performance is being held by his ability and motivation to perform the work. Furthermore, the implementation of the work is tested by ability and motivation interactions. Colquitt in (cashmere, 2016) expressed performance is the value of a set of employee behavior that contributes, either positively or negatively to the fulfillment of organizational objectives. Robbins and Judith A. Hale (cashmere, 2016) define performance as a function of ability, motivation and opportunity and to do meaningful work in an effective and efficient manner.

Organizational culture is the norms and habits that are accepted as a truth by everyone in the organization. Organizational culture becomes a common reference among people in interacting in the organization. If people join in an organization, they carry the values and beliefs that have been taught to them. Uha (2013), "organizational culture is the values that are the grip of human resources in carrying out their obligations and behavior within the organization. These values will give the answer whether an action is true or false and whether a behavior is advisable or not, it serves as a basis to behave ". Kreitner&Kinicki (2014), "Organizational culture is a device of assumption that is divided and accepted implicitly and is held by a group that determines how it is perceived, thought and reacted to the diverse environment" .Jono M Munandar, Lindawati Kartika, YusrinaPermanasari, R. DikkyIndrawan, M. SyaefudinAndrianto, Edward Siregar (2014), "Organizational culture is a system of meaning and mutual confidence in the organization that determines at a high rate, the way employees Act ". Based on the opinion experts can be concluded that the organizational culture is a system of spreading trust and values that develops in an organization and directs the behavior of its members. Organizational culture can be a major competitive advantage, where organizational culture supports organizational strategy, and when organizational culture can answer or tackle environmental challenges quickly and precisely

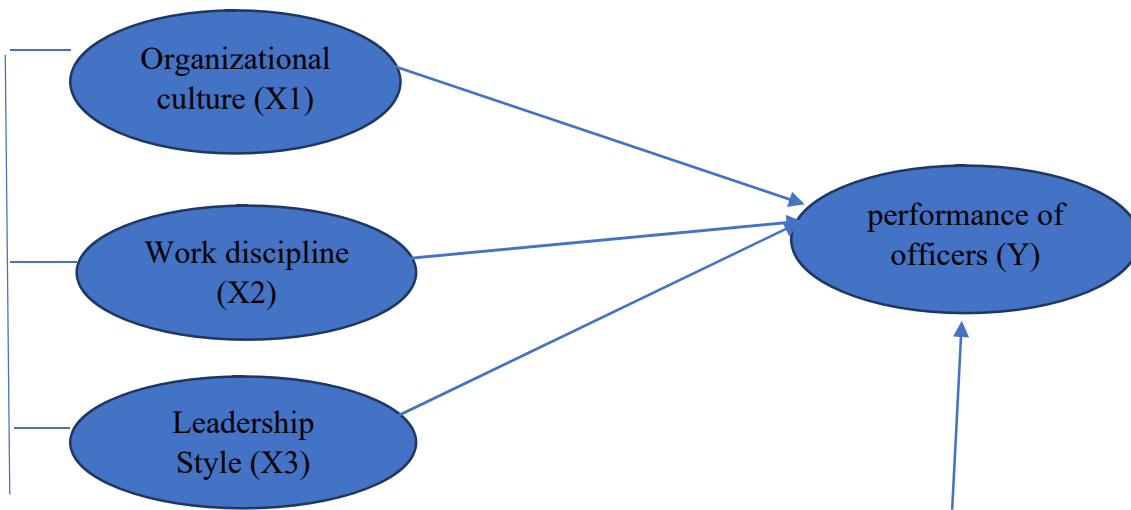
More discipline is sourced from oneself, which is shown in the form of obeying and obeying the prevailing regulations in carrying out the work. Because it stems from a deep sense of self then the construction of disciplinary is a nurturing attitude and willingness of one person to comply with all provisions that apply in the company. The discipline of the work according to Sutrisno (2015) is the attitude and willingness of one person to obey and adhere to the prevailing regulatory norms. Rivai (2015), "Work discipline is a tool that managers use to communicate with employees so that they are willing to change a behavior as an effort to increase the awareness and willingness of one's compliance with all corporate rules and applicable social norms". Hasibuan (2014), "Working discipline is the realization and willingness of a person to abide by all company rules and social norms that apply. Consciousness is a person's attitude that voluntarily adhering to all the rules and aware of their duties and responsibilities. So, someone will obey/work on all his duties well, not on compulsion ". Basically, every

institution or organization wants a level of discipline and the achievement of organizational, employee, and community objectives, high working discipline must always be maintained, even to be improved for the better. Good discipline reflects the magnitude of a person's responsibility for the duties given to him. Every leader always strives to have his subordinates have good discipline.

Leadership is a crucial factor in influencing organizational achievement because leadership is the primary activity with which organizational objectives can be achieved. Stephen P. Robbins & Timothy A. Judge (2015), defines leadership as the ability to influence a group to achieve a defined vision or set of objectives. Jono M Munandar, Lindawati Kartika, YusrinaPermanasari, R. DikkyIndrawan, M. SyaefudinAndrianto, Edward Siregar (2014), "Leadership is often defined as the process of influencing a team/group in the achievement of organizational objectives". IndriyoGitosudarmo & I NyomanSudita (2015), suggests that leadership is a process of affecting the activity of individuals or groups to achieve goals in certain situations. The leadership set by a manager in the organization can create a harmonious integration and encourage employees ' work to achieve maximum goals.

Conceptual framework

Based on the problem and literature review, the researcher determines the conceptual framework as follows



Research hypothesis

Based on the explanation above, a hypothesis can be concluded:

1. Organizational culture (X1) affects the performance of officers (Y) assistant of the General Administration of the District secretariat of the North Paser district.
2. Work discipline (X2) affects the performance of officers (Y) assistant of the public administration of the District secretariat of the North Paser district.
3. Leadership Style (X3) affects the performance of officers (Y) assistant of the public administration of the District secretariat of the North Paser.

II. METHODS

Population The first phase of the researchers in sample selection is by knowing its population. Sugiyono (2015:80), stated that the population is defined as the generalization area consisting of the object/subject that has certain qualities and characteristics set by the researcher to be studied and then withdrawn. The population in this study was all employees under the leadership of the Assistant General Administration of the District secretariat of the North Paser district, numbering 160 employees.

Sample Sugiyono (2015), "samples are part of the number and characteristic belonging to the population". In the study was not used sampling techniques due to the census. Given that the population is only 160 employees, it is worth taking the whole to be sampled without having to take a certain number of samples. So the sample of this study is all employees of each section under the structure of the Assistant General Administration of the District secretariat of the North Paser district.

Hypothesis Analysis and Testing tool

This analysis is used to find out how much free variable influence in an institution or organization is: Organizational culture (X1), work discipline (X2), and the Leadership style (X3) of the affected variables are employee performance (Y). The regression formulas used are as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + E$$

$\beta_1, \beta_2, \beta_3$ = coefficient of regression line

X1, = Organizational culture variables

X2, = working discipline variables

X3 = style of Dream leadership

Research and discussion results the regional secretariat of North Paser Sharpen District has human resources amounting to about 215 civil servants (civil servants) and the Manpower (THL). A special number of employees under the ward General Administration Assistant in the regional secretariat of the North Paser District is a total of 116 people consisting of 60 civil servants (PNS) and 56 man power(THL). Related to the title and location that used as the object of research that is the performance of Assistant officer of the public administration of the regional secretariat of the North Paser District, then the following details of the total number of employees in the sections below The leadership of the Assistant General Administration of the regional secretariat of the North Paser district.

Multiple linear regression analysis

Table 1. Analysis Regression Linier

Model	Unstandardized Coefficients		Standardized Coefficients	R partial	t	Sig.
	B	Std. Error	Beta			
1 (Constant)	,565	4,000			0,141	,888
Organizational culture	,747	,186	,537	0,473	4,018	,000
working discipline	,299	,148	,154	0,260	2,018	,048
style of Dream leadership	,688	,316	,276	0,280	2,181	,033
<hr/>						
	R	R Square	F analysis		F table	Sig
	0,862	0,744	54,180		3,150	0,000

Based on table 1, there are multiple linear regression equations as follows: $Y = 0.565 + 0.537 X_1 + 0.154 X_2 + 0.276 X_3$ The nature of the relationship between the dependent variable (Y) and the organizational culture-free variable (X1), the Working Discipline (X2), the leadership style (X3) is derived from the Coefficient If the positive (+) Coefficient means change in the direction of the Change (Y), and if the negative (-) is changed (X) and (Y) changes opposite. As for the equation obtained Coefficient constants of 0.565. This value indicates that when all variables are free (independent) organizational culture (X1), working discipline (X2), the leadership style (X3) of constant value or value equals zero, the variable is not free (dependent) i.e. employee performance (Y) assistant The general administration of the regional secretariat of the North Paser District office will increase 0.565. Similarly, the relationship between the association has a positive relationship so that each regression coefficient of

each variable is increased, it will impact on the increase in variable variables performance will be increased by the value of the coefficient in Regression equations.

Hypothesis Testing

The influence of organizational cultural variables (X1) on employee performance at the assistant to the General administration of the regional secretariat of the North Paser sharpen Regency was demonstrated by the value of the partial coefficient of organizational culture variable (X1) is 0.473 has Meaning that the organizational culture variable (X1) contributes 47.3% to the employee's performance (Y) assistant officer of the public administration of the regional secretariat of the North Paser sharpen Regency with the assumption of the working discipline variables (X2) and style Leadership (X3) is constant. Further comparing the value of T count with this where the value obtained T count $4.018 > This 2.000$, this means that the organizational culture variable (X1) has a significant effect on the employee's performance (Y) in the administration of administrative field Regional secretariat of North Paser district.

The influence of working discipline variables (X2) on employee performance in the Assistant field of General administration of the regional secretariat of North Paser Sharpen District is indicated by the value of the partial coefficient of work discipline variable (X2) is 0.260 meaning That the working discipline variables (X2) contributed 26% to the personnel's performance (Y) assistant officer in the General administration of the regional secretariat of the North Paser sharpen Regency, assuming organizational cultural variables (X1) and leadership style (X3) is constant. Furthermore, comparing the value of T count with this where the value obtained T count $2.018 > This 2.000$, this means that the variable work discipline (X2) has a significant influence on the employee's performance (Y) on the Assistant General Administration field Regional secretariat of North Paser Sharpen regency.

The influence of the leadership style (X3) variable on personnel performance in the Assistant field of General administration of the regional secretariat of the North Paser sharpen district is indicated by the value 0.280 of the variable-force (X3) The meaning that the variable leadership style (X3) contributes by 28% to the personnel performance (Y) assistant officer of the public administration of the regional secretariat of the North Paser sharpen Regency, assuming the organizational cultural variables (X1) and discipline Work (X2) is constant. Furthermore, comparing the value of T count with this where the value obtained t count $2.181 > This 2.000$, this means that the variable work discipline (X2) has a significant influence on the employee's performance (Y) on the Assistant General Administration field regional secretariat of North Paser Sharpen regency. Based on the results of T-Test over the organizational culture variables (X1), work discipline (X2) and Leadership Style (X3), acquired organizational cultural variables (X1) have a dominant influence on the performance of officers of the Assistant General Administration field regional secretariat of North Paser Sharpen regency. This is evidenced by the value of the organizational culture variable (X1) t count $4.018 > This 2.000$ and a partial r of 0.473 has the meaning that the organizational culture variable (X1) contributes by 47, 3% so that having a dominant influence is Second hypothesis. Then sequentially followed the variables leadership style (X3) and work discipline (X2)

III. DISCUSSION

Based on the results of the statistical testing it can be clearly seen that partially (individually) all free variables have an effect on the bound variables. The influence given by these three free variables is positive means that the higher the organizational culture, work discipline and leadership style will result in the higher performance of the employee being produced. These results correspond to the proposed

hypothesis. The explanation of each variable influence is described as follows: In this research the organizational culture (X1) has a positive and dominant influence over the working discipline variables (X2) and Leadership Style (X3) on the performance of Officers (Y) assistant to the public administration of the District secretariat of the sharpen Paser Regency North. The results of this study supported the theory expressed by Peter F Drucker in Tika (2006:4), that the organizational culture is a matter of solving external and internal problems that are implemented consistently by a group of Then passed on to the new member as a proper way to understand, think about and feel against organizational issues.

This results in support of previous research conducted by IlhamKhaliq and Marnis (2015) under the title Influence organization culture, discipline and leadership to the performance of officers at the District secretariat of Indragiri Hulu. With the results of the study of organizational culture variables shows organizational culture has a positive influence on employee performance.

This result proves the research hypothesis that the organizational cultural variables (X1) have a positive and significant impact on the personnel's performance (Y) assistant to the General Administration of the District Secretariat of North Paser District, as well as hypotheses The fifth study that organizational cultural variables (X1) have a dominant effect on personnel performance (Y) assistantPublic administration of the regional secretariat of North Paser Sharpen Regency In this study, the working Discipline (X2) has a positive and significant influence on the performance of assistant officers of the General Administration of the District Secretariat of North Paser District. This result supports previous research conducted by Mardi Astutik (2016) with the title influence of work discipline and culture of the organization to the employee performance of the secretariat of the regional House of Jombang District. With the results it shows that the work discipline and culture of the Organization are positively and significantly affected by employee performance, both partially and together. This result proves the third research hypothesis that the working discipline variables (X2) positively and significantly affect the personnel's performance (Y) assistant to the public administration of the regional secretariat of the North Paser District office.

In this study the style of Leadership (X3) has the effect of positive and significant to the performance variables of the personnel (Y) assistant of the public administration of the District Secretariat of North Paser district. This results in support of previous research by I Kadek may Arimbawa and A.A. Sagung Kartika Dewi (2013) under the title influence of organizational culture, leadership style and, motivation to work towards employee performance at the Jimbaran Puri Bali Hotel. The results showed that employees ' performance was influenced by organizational culture, leadership style and work motivation. This result proves the fourth research hypothesis that the variable leadership style (X3) has a positive and significant impact on the personnel's performance (Y) assistant to the General Administration of the District Secretariat of North Paser district.

IV. CONCLUSIONS AND SUGGESTIONS

Based on the results of analysis and discussion in the previous chapter, it can be concluded as follows:

1. The organizational culture, work discipline, and leadership style are simultaneously influential to the employee's performance, which also means that any increase in the free variable will give a significant improvement to the employee's performance in Perform its work.
2. The organizational culture is positive and significant to the employee's performance, this situation shows that the growing organizational culture is being agreed together, then the employee's performance will also increase.

3. Working discipline is positive and significant to the employee's performance, this condition shows the better the work discipline owned by an employee, then the employee's performance will also increase.
4. Leadership styles have a positive and significant impact on employee performance, which shows that the better the leadership style of a leader, employee performance will increase.
5. Among organizational cultures, work disciplines and leadership styles that are dominant influence on employee performance are organizational cultures.

V. ADVICE

Based on the conclusion outlined above can be submitted some advice based on theoretical findings and empirical and for the benefit of subsequent research and for the benefit of practitioners can be expressed the following advice:

1. In the organizational culture variable (X1) The Aggressive statement was obtained which has the highest neutral response from the respondent, so that the organization leadership should further socialize the organizational culture of the employee in order to (competing) and not being relaxed in the works.
2. In the Working Discipline variable (X2) the statement is obtained and accomplishes with the most appropriate report regarding the violations that have the response result of the highest disagreement from the respondent, so that the attention is more From the organization's leadership so that disciplinary action needs to be enforced consistently,
3. In the variable leadership style (X3) The acquired statement raised the follower's attention that had the highest neutral response from the respondent, so that the leader's role in raising the follower's attention from low physical needs (such as Higher psychological needs (self-confidence and self-actualization) should be further enhanced through its leadership style that adapts to change with responsibility for making high-performance employees Through the creation of shared values and effective structures as an actualization of a strong organizational culture and adaptability to the development of sustainable personnel according to the needs of the organization.

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