

THE INFLUENCE OF INTEGRITY AND HUMAN RESOURCE MANAGEMENT TOWARDS EMPLOYEE PERFORMANCE

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Abstract— In achieving the objectives of an organization, it is necessary to have good employee performance in quality, quantity and time so in producing optimal performance it requires integrity and human resource management in order to achieve good performance in the organization. This research aims to determine the influence of integrity and human resource management towards the employee performance of Kerinci Regency Secretariat. This research used a quantitative method, with exogenous variable namely the integrity variable (X1), human resource management (X2) and endogenous variable namely the employee performance of Kerinci Regency Regional Secretariat (Y). The population of this research was all of the Kerinci Regency Regional Secretariat employees. There were 97 respondents in this research. The data were collected by using a proportional stratified random sampling technique. The data analysis technique used was a regression analysis and divided into 2 lines: 1. Sub Structure 2. The data were collected through a questionnaire that has been tested for validity and reliability in advance both content and empirical tests of items in the field. The results of this research indicated that integrity (X1) has a positive and significant influence on the employee performance (Y) of the Kerinci Regency Secretariat with R Square .184 and Sig .000. Then, human resource management (X2) has a positive and significant influence on the employee performance (Y) of Kerinci Regency Secretariat with R Square .571 and Sig .000, integrity and human resource management are positive and significant on the employee performance of Kerinci Regency Secretariat with R Square .607 and Sig .000.

Keywords— Integrity, Human Resource Management, Performance

I. INTRODUCTION

In order to achieve the objectives of an organization in the environment, it is necessary to have good employee performance. A performance can be said good if in doing a job it gives results with good objectives in quality, quantity, and time in accordance with predetermined targets. This is in line with the opinion of Mangkunegara (2016) which states that performance is the work of quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. The Kerinci Regency Regional Secretariat as an institution has the task of assisting the Regent in carrying out his duties as the governing body, both in terms of administrative, organizational and administrative tasks as well as providing administrative services to all other Kerinci Regency regional apparatus, which was formed based on the Regional Regulation of Kerinci Number 13 In 2011, concerning the Organization of the Regional Secretariat and the Secretariat of the Kerinci Regency Regional Representative Council and the Kerinci Regent Regulation Number 10 of 2011 dated June 13, 2011 concerning the Description of the Main Tasks, Functions and Work Procedures of the Kerinci Regency Regional Secretariat. The Kerinci Regency Regional Secretariat consists of several divisions: Public Administration division, Legal affairs, Public Relations and Protocol, Economic Administration, Development Administration, Public Welfare Administration, General, Organizational affairs, Electronic Data Processing (PDE) and Satelda, each of which is subordinated by Assistants, namely Government Assistant, Economy and Development Assistant, and General Administration Assistant.

Based on the preliminary data obtained by the researcher when conducting initial research at Kerinci Regency Regional Secretariat, several problems were found in the employee performance in the Kerinci Regency Regional Secretariat. This was indicated by the presence of work targets that have not been fully realized. This was due to problems related to integrity and human resource management in the Kerinci Regency Regional Secretariat. In producing optimal performance, integrity is needed, because integrity can affect performance as revealed by Mangkunegara (2016) that concludes that the determinants of individual work performance in organizations are psychologically

individual factors, normal individuals are individuals who have high integrity between functions psychic (spiritual) and physical (physical). According to Zahra (2011), integrity is a commitment to do everything in accordance with the principles that are right and ethical, in accordance with values and norms, and there is consistency to continue to make these commitments in every situation without seeing any opportunity or coercion to get out of principle.

Based on observations in the Kerinci Regency Regional Secretariat, there were integrity issues. Based on these integrity issues mentioned, the Kerinci Regency Regional Secretariat held employee coaching as reported by Kenali.com online news "hoping that through this activity a clean Public Servant will be formed, upholding the value of integrity." In addition, human resource management can also affect performance as expressed by Hasibuan (2016) that human resource management is "the science and art of managing relationships and the role of the workforce to be influence and efficient helping to realize the objectives of the company, employees, and society". Based on observations in the Kerinci Regency Regional Secretariat, there was a problem of human resource management which is lack of management at work. Therefore, the researcher is interested in conducting further research on employee performance in the Kerinci Regency Regional Secretariat, by identifying and examining various factors that affect employee performance entitled "The influence of Integrity and Human Resource Management on Employee Performance".

Employee Performance

In order to achieve an organization goal in the environment, it is necessary to have good employee performance. It can be said as a good performance, if the results are appropriate with good goals in quality, quantity, and time that are targeted. Work standards in an organization need to be formulated to be used as a benchmark in making comparisons between what has been done with what is expected, in relation to the work or position that has been entrusted to someone. These standards can also be used as a measurement in holding accountability to what has been done by employees. In modern organizations, assessment provides an important mechanism for leaders to be used in explaining goals and performance standards and to motivate individual

performance at a later time. Performance is the result of quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara 2012). Performance is also the willingness of a person or group of people to do an activity and perfect it according to the responsibilities with the results as expected (Rivai 2012). Meanwhile, according to Edison (2016) performance is the result of a process that refers and is measured over a certain period of time based on predetermined provisions or agreements. Thus, performance is about doing work and the results achieved from the work.

Implementation of performance will be greatly influenced by several factors both sourced from the workers themselves and sourced from the organization. On the side of employee, it is strongly influenced by their abilities or competencies. On the contrary, on the side of organization, it is influenced by how well leaders empower their workers, how they reward workers; and how they help improve workers' performance abilities through coaching, mentoring, and counseling. Performance measurement is a systematic and continuous process to assess the success and failure of the implementation of activities in accordance with the programs, policies, targets, and objectives that have been set in realizing the Vision, Mission and Strategy of the Kerinci Regency Regional Secretariat. This process is intended to assess the achievement of each performance indicator to provide an overview of the success and failure of achieving goals and objectives. To do the performance measurement, Mathis and Jackson (2006) revealed that performance appraisals can be carried out by anyone who knows well the performance of individual employees. The subjects that can be used as performance evaluators are:

- 1) Supervisors assess subordinates.
Supervisors assess subordinates as traditional assessments of employees based on the assumption that direct supervisors are the most qualified people to evaluate employee performance realistically and fairly.
- 2) Employees assess superiors.
A number of companies today ask employees to give value to the performance of supervisors and managers.
- 3) Employees value each other employees.
Employees assessing themselves each other are other types of assessment that have the potential both to help and vice versa.
- 4) Employees judge themselves.
Self-assessment can be applied in certain situations as a means of self-development. This can force employees to think about their strengths and weaknesses and set goals for improvement.

The success of strategy achievement needs to be measured, because measurement is a key aspect of performance management on the basis that if it is not measured it will not be able to improve it (Dharma, 2012). Therefore, the strategic goals that form the basis of performance measurement need to be determined in size and determined strategic initiatives to realize these goals. According to Whittaker in Moehariono (2012), performance measurement is a management tool used to improve the quality of decision making and accountability, and to assess the achievement of goals and objectives (goal and objectives). Meanwhile, according to Moehariono (2012), performance measurement has an understanding of the process of evaluating work progress towards goals and objectives in managing human resources to produce goods and services, including information on the efficiency and influenceiveness of actions in achieving organizational goals

Integrity

Etymologically, integrity comes from the Latin integer which means overall or complete (Fachrudin, 2013). According to the Big Indonesian Dictionary (*Kamus Besar Bahasa Indonesia*), integrity is a quality, trait or condition that shows a unified whole so that it has the potential and ability to exude authority and honesty. An individual who has integrity treats others as he wants to be treated, but does not expect reciprocity. Helping others is done for altruistic reasons (focus on the welfare of others), not for selfish reasons (personal rewards such as career advancement, social recognition). According to Zahra (2011), integrity is a commitment to do everything in accordance with the principles that are right and ethical, in accordance with values and norms, and there is consistency to continue to make these commitments in every situation without seeing any opportunity or coercion to get out of principle. One of the determinants of individual work performance in organizations is individuals who have high integrity between their psychological (spiritual) and physical (physical) functions. By having these functions, the individual has good self-concentration. This good concentration is the main capital of an individual human being to be able to manage and utilize his potential optimally in carrying out activities or daily work activities in achieving organizational goals. (2012 Mangkunegara). According to Miller (as stated in Sutrisno, 2011), "an influenceive company is a company that cultivates the primary values needed for the interests of the company's operations, namely the principles of purpose, consensus, achievement, empirical, unity, familiarity, and integrity". Becker (as stated in Kibtiyah, 2016) defines integrity as a matter relating to one's trust and honesty. It is hoped that integrity will lead to a common goal to achieve what is aspired. As in a company, integrity is very important to have, so integrity is needed in human resource management because integrity can affect human resource management.

The theory of integrity develops due to dissatisfaction with Kohlberg's theory of moral development which lacks a place in the role of self in accepting moral values (Blasi, 2014). Lapsy and Hill (2012) describe individuals who have integrity as people who are judged to have good character and are made to be moral examples such as Galileo Galilei, Confucius, Mahatma Gandhi, and Muhammad Hatta. Palanski and Yamarino (2012) add that the definition of integrity as consistent thoughts, emotions, words and actions that are stable all the time and in every situation. Meanwhile, the scope of integrity includes responsibility and moral identity. Responsibility contains the desires, commitments, and feelings of individuals towards a set of norms and relationships with others. Moral identity is defined as the unity of values and commitments that are united in self. Both create consistency between feelings and thoughts with actions and consistency of speech and behavior in all situations. Thus, integrity arises when moral values are integrated in the self so that there is coherence between moral values that are understood with beliefs, actions, commitments and words. There are no guidelines for when or at what age integration is ensured. Nevertheless, when it happens it will settle in the individual because it has become an identity that guides every feeling, word and deed. Integrity is *self-directed* (Puka, 2011). Blasi (2012) stated that there is no consideration of profit and loss for oneself as an unconditional moral commitment. This is the essence of understanding integrity. Individuals who have integrity have a set of goals, rules and standards about right and wrong that direct their attitudes and reasons for action (Peterson and Seligman, 2014). Life goals and standards about right and wrong make individuals have honesty and determination.

According to Schlenker, Miller and Johnson (2011) state that the degree of honesty of individuals can be different when faced with

different groups of individuals, depending on the purpose they want to present themselves (*self-presentational goals*). However, it does not happen to individuals who have high integrity because they feel they have no interests (for example, they want to be praised) and only do things that are right according to their own standards and limits. Hendarjatno and Budi Rahardja (2011) stated that the following matters relate to attitudes that are elements of integrity in general view:

- 1) Must uphold the principle.
- 2) Behaving with respect, namely by avoiding all fraud and practices that violate the applicable rules and codes of ethics.
- 3) Honestly.
- 4) Having the courage to make disclosures and take actions as needed.
- 5) Taking action based on belief in your careless knowledge.
- 6) Not acting by obeying his passions or justifying philosophy without regard to applicable principles and regulations

Human Resource Management

According to Umar in Sunyoto (2013) human resource management is a planning, organizing, directing and supervising procurement, development, compensation, integration, maintenance, and termination of employment with a view to achieving corporate organizational goals in an integrated manner. Meanwhile, according to Dessler in Widodo (2015) human resource management is the process of obtaining, training, assessing and giving compensation to employees, paying attention to their work relationships, health, safety and justice issues. Furthermore, according to Mathis & Jackson and Hasibuan (2012) human resource management (HRM) can be interpreted as the science and art that regulates the relationship and the role of the workforce to be influence ive and efficient in the use of human capabilities in order to achieve goals in each company. Hasibuan (2016) states, that “Human resource management is the science and art of regulating the relationship and role of the workforce so that it is influence and efficient in helping to achieve good performance”. In line with this, Cushway (2012) also states, " Human Resource Management (HRM) is part of the process of achieving goals ", so human resource management is needed for good performance. Meanwhile, according to Sedarmayanti (2011) human resource management has a significant role in performance, because human resource management regulates and determines staffing programs such as determining the number, quality, and influence placement of workers according to organizational needs based on job description, job specifications, job requirements and job evaluation.

As it has been explained by Cushway (2012), "Human Resource Management (HRM) is part of the process of achieving goals". After the general direction and strategy have been determined, the next step is to formulate firmer goals and develop in the form of a work plan. The goal will not be achieved without the necessary resources, including human resources. HRM is part of the process that determines what is needed by humans, how to use humans, how to obtain them and how to manage them. HRM must be fully integrated with other management processes. The objectives of HRM vary from one organization to another, depending on the level of organizational development which includes the following:

- 1) Giving management targets on HR policies to ensure the organization has a motivated and high-performance workforce, and is equipped with the means to deal with changes and meet their work needs.
- 2) Implementing and maintaining all HR policies and procedures needed to ensure the achievement of organizational goals.

- 3) Supporting the development of the overall organizational direction and strategy, especially by paying attention to aspects of HR.
- 4) Providing assistance creating conditions that can help line managers achieve their goals.
- 5) Overcoming crises and difficult situations in relations between employees to ensure there is no obstacle in achieving organizational goals.
- 6) Provideing a means of communication between employees and organizational management.
- 7) Acting as guarantor of the organization's standards and values in HR management.

Conceptual Framework

In accordance with the theoretical basis and some previous research results above, it can be made a conceptual framework that will be guided as shown in the picture below:

The conceptual framework explain that integrity and humanresource management have significant influence on employee performance :

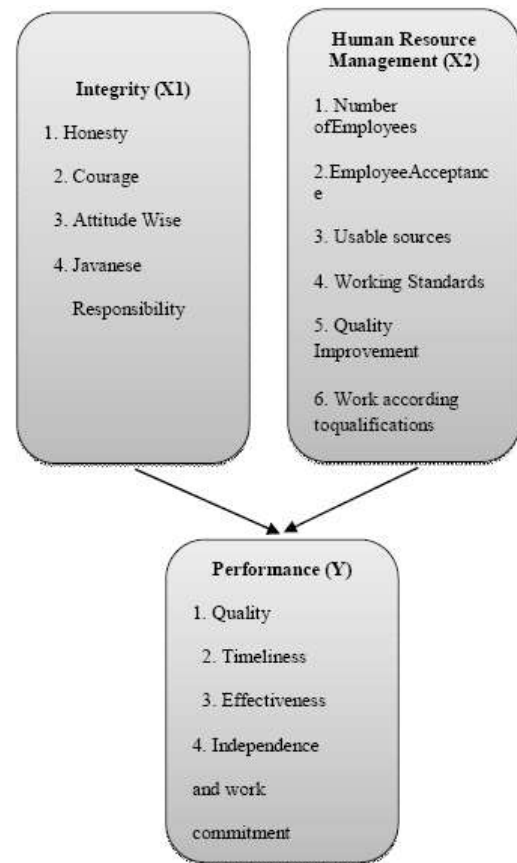


Figure 1. Conceptual Framework

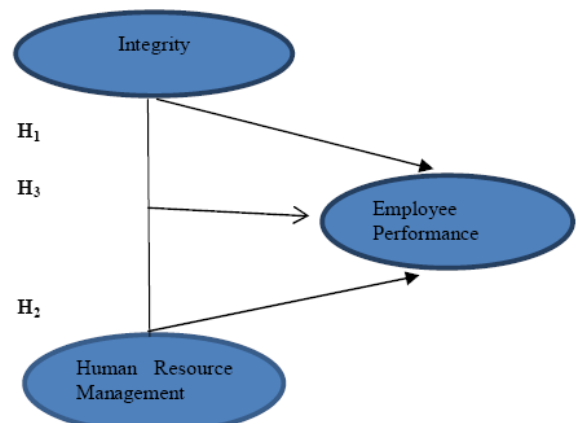


Figure 2. Hypothesis

Hypothesis :

The hypothesis of this study are :

H₁ : Integrity has a positive and partially significant influence on employee performance at the Kerinci Regency Secretariat Office.

H₂ : Human Resource Management has a positive and partially significant influence on employee performance at the Kerinci Regency Secretariat Office.

H₃ : integrity and Human Resource Management have a significant positive influence simultaneously on employee performance at the Kerinci Regency Secretariat Office.

II. METHOD

This research used quantitative methods with multiple regressions, with exogenous variable namely integrity variable (X1), human resource management (X2), and endogenous variable namely employee performance at the Kerinci Regency Regional Secretariat (Y). The data were collected by using a proportional stratified random sampling technique, which was a sampling technique taken from each subpopulation taken randomly based on the proportion of the number of ranks of employees in each subpopulation. The population was all of the Kerinci Regency Regional Secretariat employees consisting of 127 employees. There were 97 employees chosen for the sample of this research.

III. RESULTS AND DISCUSSION

Simultaneous and partial testing in this research was carried out by using SPSS version 25.00, while the results of these tests can be seen in the table below :

Table 1. Research result

Variabel	R	R Square	Adjusted R Square	Sig
Integrity → Employee Performance	.439 ^a	.192	.184	.000 ^a
Human Resource → Employee Performance	.759 ^a	.576	.571	.000 ^a
Integrity and Human Resource → Employee Performance	.784 ^a	.615	.607	.000 ^a

a. The Influence of Integrity towards Performance

Based on the results of the research conducted by the researcher in the Kerinci Regency Regional Secretariat Office, it showed that integrity directly affected the employee performance in the Kerinci Regency Regional Secretariat Office with a value of R Square .192 and Sig .000. Based on these results, integrity can affect the employee performance at the District Regional Secretariat Detailed and able to significantly influence employee performance. This means that the better the integrity of employees is the better performance of employees. On the contrary, if the integrity of employees was low, the performance of employees was also low. This finding was also supported by Mangkunegara (2012) that concluded that the determinants of individual work performance in organizations are individuals who have high integrity between their psychological (spiritual) and physical (physical) functions. With high integrity between psychological and physical functions, the individual has good self-concentration. This good concentration is the main capital of an individual human being to be able to manage and utilize his potential

optimally in carrying out activities or daily work activities in achieving organizational goals. One of the determinants of individual work performance in organizations is individuals who have high integrity between their psychological (spiritual) and physical (physical) functions. With high integrity between psychological and physical functions, the individual has good self-concentration. This good concentration is the main capital of an individual human being to be able to manage and utilize his potential optimally in carrying out activities or daily work activities in achieving organizational goals. (Mangkunegara, 2012).

According to Miller in Sutrisno (2011), "an influence company is a company that cultivates the primary values needed for the interests of the company's operations, namely the principles of purpose, consensus, achievement, empirical, unity, familiarity, and integrity". Furthermore, based on the results of the description of employee integrity variables in the Kerinci Regency Regional Secretariat Office, it could be seen that employee integrity in general in the good category could be seen from the indicators of the each integrity in the good category. This certainly must be maintained and improved. Thus, based on the results of research and theories of experts used in this research, relating to the influence of integrity towards performance, the researcher can conclude that the better the integrity of employees the better it will be able to improve employee performance, but conversely if integrity is low it will increasingly also become low performance of the employees.

b. The Influence of Human Resource Management towards Performance

Based on the results of the research conducted by the researcher in the Kerinci Regency Regional Secretariat Office, it showed that human resource management directly affected the performance of employees in the Kerinci Regency Regional Secretariat Office with R Square .576 and Sig .000. Based on these results, human resource management can affect the employee performance in the Kerinci Regency Regional Secretariat and are able to significantly affect the employee performance. It means that the better the employee's human resource management is the better it will be able to improve employee performance. On the other hand, if the employee human resource management is low then the employee performance will be lower. This result was also supported by Hasibuan (2016) that human resource management is "the science and art of managing relationships and the role of the workforce so that it is influence and efficient in helping to achieve good performance, in line with this, according to Cushway (2012)". Resource Management Human Resources (HRM) is part of the process of achieving goals ", so human resource management is needed for good performance. Meanwhile, according to Sedarmayanti (2011), human resource management has a significant role in performance because human resource management regulates and determines staffing programs such as determining the number, quality, and influence placement of workers according to organizational needs based on job description, job specifications, job requirements and job evaluation.

Furthermore, based on the results of the description of employee human resource management variable in the Kerinci Regency Regional Secretariat Office, it could be seen that the management of employee human resources in general in both categories can be seen from the indicators of each human resource management in the good category, this is certainly must be maintained and improved. So, based on the results of research and theories of experts used in this study, relating to the influence of human resource management on performance, the researcher can conclude that, the better the management of human resources of

employees will be able to improve employee performance, but conversely if human resource management is low then the lower the performance of employees.

c. The Influence of Integrity and Human Resource Management towards Performance

Based on the results of the research conducted by the researcher at the Kerinci Regency Regional Secretariat Office, it showed that the integrity and management of human resources affected the performance of employees at the Kerinci Regency Regional Secretariat Office with a value of R Square .607 and Sig .000. According to Hasibuan (2016) the integrity and source

management human resources play a role so that influence and efficient labor helps the realization of good performance. Therefore, based on the results of research and theories of the experts used in this research, relating to the influence of integration and human resource management on performance, the researcher can conclude that, the better the integrity and management of human resources of employees is the better it will be able to improve performance employees. However, if the integrity and management of human resources is low, the employee performance will also be low.

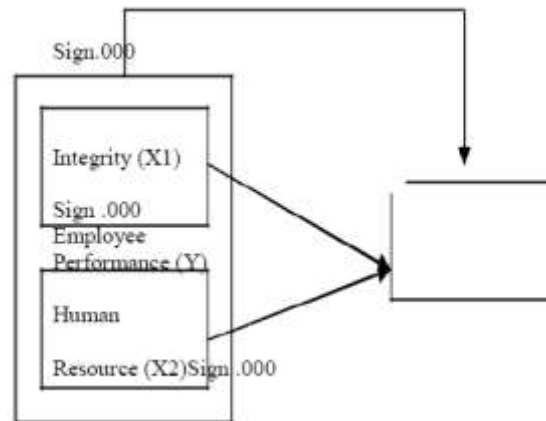


Figure 3. The results of this research indicated that integrity (X1) has a positive and significant influence on the employee performance (Y) of the Kerinci Regency Secretariat with R Square .184 and Sig .000. Then, human resource management (X2) has a positive and significant influence on the employee performance (Y) of Kerinci Regency Secretariat with R Square .571 and Sig .000, integrity and human resource management are positive and significant on the employee performance of Kerinci Regency Secretariat with R Square .607 and Sig .000.

Based on the results of the analysis of the hypothesis testing each exogenous variable towards endogenous variables is illustrated in the figure below.

CONCLUSION

Based on the results of hypothesis testing to determine the influence of integrity and human resources towards the employee performance in the Kerinci District Regional Secretariat Office. From the results of the data processing and discussion as described, it can be concluded that:

1) There is an influence of integrity towards the performance of employees in the Kerinci District Regional Secretariat Office. With another meaning that integrity can affect performance, to get good employee performance at the Regional Office of the Kerinci Regency, it requires the application of good integrity as well.

2) There is an influence of human resource management towards employee performance in the Kerinci District Regional Secretariat Office. With another meaning that human resource management can affect performance, to get good employee performance in the Kerinci District Regional Secretariat Office, it is necessary to apply good human resource management.

3) There is an influence of integrity and human resource management towards the performance of employees in the Kerinci Regency Regional Secretariat Office. With another meaning that the integrity and management of human resources can affect performance, to get good employee performance in the Kerinci District Regional Secretariat Office, it is necessary to apply integrity and good management of human resources.

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