

DEVELOPMENT MODEL OF ADMINISTRATOR COMPETENCE STANDARD OF OIL PALM PLANTATION

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ABSTRACT

Indonesian oil palm plantation is progressing very rapidly, even it becomes business perspectives in the future. It has high competitiveness in the world market, unfortunately it is not supported by competent human resources in the field of administration. This occurs because of no mapping in the standard of administrators competence of oil palm plantations up to this time. Research and development of this model aims to produce a standard product competence administrators of oil palm plantations. The result of this research can be used to determine the position of human resources to meet the requirements of a competent workforce in objective, valid and reliable way. At conceptual development and empirical testing stages performed a series of feasibility studies, they are ; expert review of experts, the position holders review, linguists review and field trials. The analytical method used are a qualitative and quantitative. The result of the research competence of administrators obtained seven dimensions: accounting, finance, payroll, plant, purchasing, warehousing, and personnel. The highest reliability coefficient test result is on the financial dimension, and the lowest is on the dimensions of the plant.

Keywords: *Model development, administrator competence, oil palm plantations*

Palm oil business in Indonesia is progressing very rapidly, even in the future, it becomes business perspectives that has high competitiveness in the world market. Unfortunately, it is not supported by competent human resources in the field of administration. This occurs because of no mapping in the standard of administrators competence of oil palm plantations. The needs of standard of administrator competence of oil palm plantations should be realized, because aspects of knowledge and skill are beneficial to determine the position of human resource. That's why the study of administrators competence of oil palm plantations is very crucial. Based on this background we can formulate the problem as follows: (1) What is the standard of administrators competence construct of oil palm plantations ?, (2) How is the validity of administrators competence standard of oil palm plantations ?, (3) How is the validity of administrators competence standard of oil palm plantations empirically? (4) How is the reliability on administrators competence standard oil palm plantations?

The theory of research and development (R & D) of this study are mentioned by many experts such as: According to L. R. Gay, (1981: 10), The major purpose of R&D efforts is not formulate or test theory but to develop effective products for use in school. Products produced by R&D efforts include : teacher training materials, learning materials sets of behavioral objectives, media material, and management system. According to Rita C. Richey, James D Klein (2007: 1). Design and Development Research is the systemic study of design, development and evaluation processes with the aim of establishing an empirical basis for the creation of instructional and noninstructional products and tools and new or enhanced models that govern their development. According to Borg & Gall (2007; 589), Educational research and development (Educational R & D) is an industry-based development models in the which the findings of the research are used to design new products and procedures of the which then are systematically field-tested, evaluated, and refined until they meet specified criteria of effectiveness, quality, or similar standards. Products produced by R & D efforts include: teacher training materials, learning materials sets of behavioral objectives, media materials, and management system. Sugiyono (2014; 333), added that the method of R & D is a research method that is used to result in a particular product, and to test the effectiveness of the product.

In this paper, writer just expose the development model Borg and Gall, and Sugiyono because these two models to be adopted for the next development model of this study. Model Research R & D by Borg and Gall (1983: 775): (1) Research and information collecting; carrying out literature study related with the case studied, and preparations for formulating the research framework; (2) Planning; are formulating the skills and expertise related to the problem, determining the objectives to be

achieved at each stage, and if necessary carrying out a feasibility study on a limited basis; (3) Developing a preliminary form of the product; which is developing a form of the beginning of the product to be produced, preparing the supported components, preparing the guidelines and manuals, and carrying out the evaluation of the feasibility of supporting tools; (4) Preliminary field testing; carrying out the initial field trials on a limited scale by involving the subjects from 6-12 subjects through interviews, observation or questionnaires. (5) Main product revision; making improvements to the initial product generated by the initial test results. Repairs can be done more than once based on the results of the limited trials, in order to obtain a draft product (model) organization that is ready to be tested more widely, (6) Main field testing; piloting major that involves all students, (7) Operational product revision; which is making improvements to the trial results more widely, so that the products developed are ready validated, (8) operational field testing; testing validation of operational model that has been generated; (9) Final product revision; improving the final product; (10) Dissemination and implementation; disseminating the developed products / models.

Model Research R & D by Sugiyono, (2014: 335) (1) Potency and problems, research and development start from potency and problem, (2) Collecting information, and then collecting a variety of information that can be used as planning material. (3) Product Design; is the result of a series of initial research, design can be planning of new job or new products, (4) Validation Design; process to assess the planning of new job or new products better and more effective compared with old products, by asking an experienced expert assessment, (5). Improvements Design; correcting or revising activity after it is known the weaknesses, (6). Trial Products; carrying out limited field test, (7) Product Revision; revised based on field tests or empirical test, (8) Trial Usage; be tested in real conditions, (9) Product Revision; if there are deficiencies in the real use, then the product is repaired, (10) Mass Production; after being repaired, the end result is ready for mass production.

Thus, the research of R & D is a study that focuses on product development, which is systematically tested, and developed according to the criteria specified so that, it is deserved to use. While the model is a technique of reasoning how to transfer, adopt, or adapt information sources such as knowledge, skills, experience and others to be evaluated, analyzed and developed gradually to achieve product results according to predefined criteria.

Administrator Competence Standard construct of oil palm plantations obtained from: (a) Theories of competence, (b). The concept of business process of oil palm plantations, (c) Theory or concepts of oil palm plantations administrators. Based on those theories and concepts, then formulated the standard of competence construct of oil palm plantations administrators.

The competence theory by Gary Dessler (2011; 435), as follows ; Competencies: Demonstrable knowledge, skills, or behavior, that enable performance. Bill Curties, et al (2009; 261) ". Competency Analysis is to identify the knowledge, skills, and process abilities required to perform the organization's business activities so that they may be developed.. John Ivan M. Ivancevich (2007: 16), much more general than traditional knowledge, skills, abilities needed to perform one of the specific job, competencis are general attributes employees needed to well accross multiple jobs or within the organization as a whole. Based on those all experts, the competence now can be generally grouped into three sections, i.e: **Knowledge**: accumulated knowledge required to perform a given task. **Skill**: expertise, skills, abilities, skills in applying knowledge, techniques, methods, and principles acquired through education, training, observation and field work or internship. **Attitude** : the right attitude or behavior always exist in themselves as a basis for specific actions. Thus, the construct of competence is a quality standard that is owned by someone in the form of knowledge, skills and work attitude in carrying out his duties and responsibilities to achieve organizational goals.

Administrators theory by Odgers (2005; 7): .Administrative Office Manager .the person responsible for planning, organizing, and controlling the information preprocessing activities and for leading people in Attaining the organization's objectives. Macmillan (2011; 3): Office Manager's duties may include: supervising other office staff; monitoring the stock of office supplies; recording office expenditure and managing the budget; preparing reports; filing tax returns; performing clerical duties such as filing and typing. BSc in Business Administration (2012; 3): The major areas of business administration are covered: accounting, finance, human resources, marketing, international business and information sytem strategy. Indonesia Administrative Professionals Association (IAPA) (2007; 36), administrative Professional is the workers who work in the field of administration, ranging from the administrative office, junior administrative assistant, administrative assistant, office manager, and so on. Spreckels (2007; 36) Head Bookkeeper, Bookkeeper Purchase, Sales Bookkeeper, Stock room Bookkeeper, receving Clerk, Clerk Shippinh, Controller, Credit Manager, Correspondence Departement. Geoffry Mill (1991; 8), the office manager or administrative manager means a person responsible for all functions of the office of a company or a large part of the function.

Therefore, the administrator is someone who is responsible for conducting the technical functions such as finance, administration, secretarial job, accounting, and administration of other offices, to achieve organizational goals. The concept of administrators competence of oil palm plantations obtained through some stages; (1) collecting office administrator of the organizational structure of the oil palm plantation companies. (2) selecting the most dominant administrator position. (3) examining the theories and concepts of competence requirements that must be owned by oil palm plantation administrators. In this case the parts are; accounting, finance, wages, plant, purchasing, warehousing, and personnel. The goals to be achieved in this study is to produce a standard product competence of oil palm plantations administrators in an objective, valid and reliable way.

METHODS

The research methodology in this study is research on research and development (R & D), which is adopted from combining model of theory of Brog & Gall, and Sugiyono , with qualitative and quantitative analysis approach. The analysis of the validity uses ; (a) expert judgement, (b) stakeholders, (c) a Linguists, and (d) Field trials (Analysis of factors SPSS 15) with the criteria of feasibility standards-sampling KMO-MSA, and analyzes reliability study of experts uses Hoyt formula-Excell and uses field test Alpha Cronbach- SPSS 15. The procedure of data collection: (1) questionnaire; (2) interviews; (3) observation; and (4) the document.

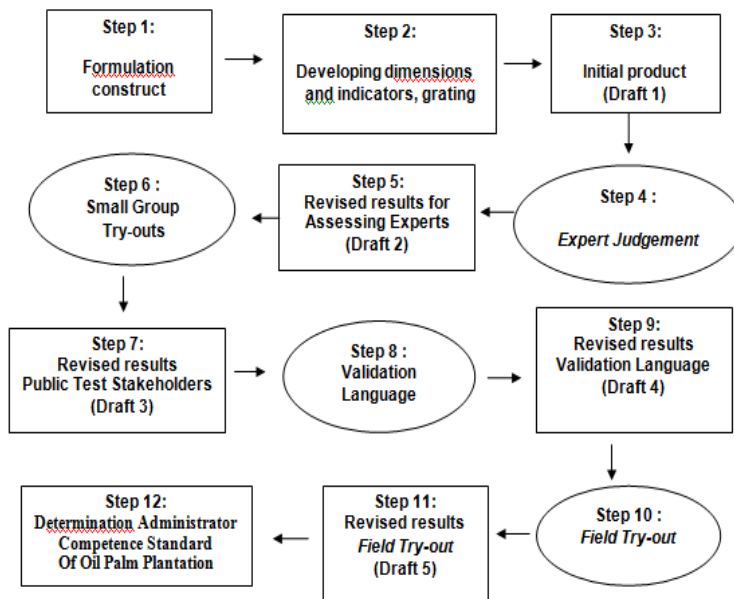


Figure 1: Model Development of standard competence administrator

RESULTS

A series of analyses have been conducted to obtain the product of administrators competence standard of oil palm plantations in objective, valid and reliable way as follows: Step 1: The formulation of administrators competence standards construct of oil palm plantations based on the synthesis of theories and the literature study. Step 2 : Development of dimensions, indicators, item number obtained 230 (two hundred thirty) point statements. Step 3: Model Draft 1, arranged in the form Instruments or statement point. Step 4 : Model Draft 2, based on the theoretical validation through review 5 (five) experts of oil palm administrators. Validity result of experts shows the total declined statements by experts examine is 13 (thirteen) points and obtained 217 point statements for further testing. Step 5: Model Draft 3, based on the results test of public by the 15 (fifteen) Stakeholders carried out in oil palm plantation company PT Condong Garut. So, the total declined point by Stakeholders is 49 (forty nine) point statements. The results of the study validation by experts and stakeholders are 62 (sixty two) points are declined. It is

obtained that there are 168 (one hundred and sixty eight) point statements that will be tested for further testing.

Step 6: Model Draft 4, based on the results of language validation by Dr. Ninuk Lustyantje, M.Pd. who currently serves as Secretary of Study Program PB-S3 PPs. UNJ In Jakarta as a linguist. Validation Language Test needed to assess and evaluate either correctly, or, reliable, especially with the good Indonesian sentences, the standard words, the appropriate choice of words, and so on such as dimensions, indicators, and point statement standard competence of oil palm plantations administrators. Step 7: Model Draft 5. Based on field trials results by 76 (seventy-six) respondents from the 33 (thirty-three) companies in Indonesia. Step 8 : The determination of administrators competence standards of oil palm plantations as follows:

<p>Competency standards administrators of accounting</p>	<p>(a) Function or Role: ensuring the accounting process (proof of transactions, journals, ledgers, financial statements) have been running based on procedure SOP (Standard Operating Company); ensuring the accuracy of transaction (Cash, Bank, accounts receivable, inventory, and non-crop plant investment, fixed assets, loan and capital, revenue, cost of direct and indirect costs); ensuring readiness chart of accounts of plant or mills; ensuring the component cost of production plant or mills ; coordinating with the relevant sections to the completion of the Financial Statements. (b) Duties: to verify cash receipts journal (Cash Voucher Income-CVI) and proof of expenditure cash (Cash Voucher Ekspenditure-CVE) from the finance department; to verify the journal receipt of the bank (Bank Voucher Income -BVI) and proof of expenditure bank (Bank Voucher Ekspenditure-BVE) on the financial section; Journal verify receipt of goods, and evidence outgoing goods of parts warehousing; to create a cost allocation journal land clearing (LC); to create nurseries cost allocation journal; to create a cost allocation journal immatured plant (plant that is not matured or no produce yet); to make a journal entry to the nursery LC, LC to make a journal entry plant immature, to make a journal entry plant immature to plants produce, a journal the allocation of wages or salaries, to keep a journal of depreciation of fixed assets; to make correction journal, to make closing journal (closing entry) ; reversing a journal, a journal of other memorial; journaling allocation Transit Vehicle Unit; journaling allocation transit unit machine; journaling allocation transit unit heavy equipment; journaling workshop transit allocation; doing input program journal general ledger (GL), to make import/ export data journal. (c) Controlling: checking the edit list journals financial section (Transactions Cash and Bank); checking the edit list journal of the warehouse (stock transactions); checking the payroll journal, edit list journal (transaction allocation of payroll); checking the edit list of other memorial transaction journals, checking abnormal account balance. (d) Responsibilities: creating a Checking Account Reconciliation based on the relationship accounts of the banks; preparing reports financial plantation (production costs, and plant investment), or the financial statements of the factory; creating an account officer reconciliation between units (Debit Memorandum and Credit Memorandum) monthly; filling monthly manager report related to finance.</p>
<p>Competency Standards Administrators of Finance</p>	<p>(a) Function / Role: managing the Cash and Bank operational funds; managing Demand Operational Fund, and Accountability Demand Operational Fund. (b) Manage Cash funds: checking validation receipt of funds Cash supporting annexes; recording the receipt of cash (Cash Voucher Income -CVI); saving the physical receipt of cash funds to the deposit; requesting approval CV to the related leaders, CVI enrolling to book cash registers; CVI to report noted Ledger; recording cash voucher expenditure-CVE); requesting approval CVE to the related leaders, expending physical cash funds based on approval CVE to related leaders; Enrolling CVE to book cash registers; recording CVE to cash book report, doing Cross check the cash book balance with General</p>

	<p>ledger balances periodically; making reports daily and monthly cash book (folio-manual book); conducting periodical cash inventory, making report dossier cash . (b) Manage Bank funds : checking validation of supporting annexes receipt of funds by the Bank; recording the receipt of the bank (Bank Voucher Income -BVI); Asking BVI validation to the related leaders; Enrolling BVI to register book of the Bank; Book Report noted BVI to the Bank; supporting annexes validation checking expenditure of funds of the Bank; recording evidence of expenditure bank (Bank Voucher Expenditure-BVE); asking BVI Validation to the related leaders ; Banks spend BVE approved by relevant leaders; enrolling BVE to book register bank; Recording BVE to report bank book; making daily reports and monthly bank book (book folio-manual); doing Cross check balance book bank with the balance General ledger periodically ; requesting document of bank accounts for monthly reconciliation of data. (c) Manage operational funds request and accountability of operational funds request: coordinating monthly needs plan submitted by each division; verifying the submission of the operational funds request and accountability of operational funds request, include a plan wages or salaries, planning routine operational expenditure, planning the payment of debts of contractors / suppliers, and other spending. (d) Responsibilities: making cash book reports, bank book periodically based on cash transactions and the bank; making reports and operational funds request and accountability of operational funds request , covers actual wage / salary, the realization of routine operational expenditure, actual debt service of contractors / suppliers, and other expenditures. Planning and salary realization.</p>
<p>Competency Standards Administrators of Payroll</p>	<p>(a) Function/ Role: to ensure the accuracy of employee payroll documents include wages, employee attendance, overtime payment , allowances, pieces preparation of payroll, and distribution of the work result; to ensure employee data base includes grade and status of employee, group of employees, to check the appropriate rules / regulations of payroll; to understand the procedures for implementing the non staff payroll, freelance employee, and entire volume job was appropriate SOP. (b) Duties: checking attendance of employees (presence / absence List); checking harvest incentive pay; checking work incentive pay/ other incentives; calculating ordinary day overtime; calculating sunday / feast overtime; calculating statutory holiday overtime; calculating allowances feast; checking labor social insurance (Jamsostek) deduction. (c) Responsibilities: making list of salary; supervising the implementation of the payment of employee wages.</p>
<p>Competency Standards Administrators of Part of Plant</p>	<p>(a) Function / Role: coordination with the relevant sections dealing with crop or plant report. (b) Duties: checking and making recapitulation of administrative data of seedling (seed number, age, and other related) either good seedling nursery or pre-nursery play; checking and making recapitulation of land clearing administrative data (transplanting and inset data); checking and making recapitulation of plant care a treatment goal, control weeds, census staple crops, and other treatments, fertilization; making dossier plant maintenance work, to self-manage or contract, and request for approval to the relevant authorities; checking BAP harvest, self-management as well as, entire volume jobs and validate to all relevant officials; setting up or making a request for contractors payment; checking assistant daily report; monthly monitoring work plan; checking monthly assistant report; daily reports production monitoring. (c) Responsibilities : preparing reports of areal statement; preparing rainfall reports; preparing production report; preparing generating plant reports; prepare immature (TBM) reports; preparing of land opening new plant reports ; preparing of nurseries reports.</p>
<p>Competency</p>	<p>(a) Function / Role: coordinating goods procurement and services</p>

<p>Standards Administrators of Purchasing</p>	<p>includes the process of request, order, and making supplier invoice for payment of goods and services ; ensuring material purchase procedures and services of the center, and the local which is appropriate with the company's operating standards; Ensuring the request a supplementary budget which is appropriate with the company's operating standards. (b) Material Procurement Task: verifying the purchase request letter of items proposed by user; identifying the central and local purchase request letter; identifying capital or non capital purchase request letter; making a central / local purchase request; following up on the local - cash purchase request; requesting approval of central / local purchase request to the relevant leaders; registering the central / local purchase request; sending central purchase request to the head office; making price comparison recapitulation . of the supplier of at least three (3) suppliers for the local purchase request ; making a purchase order (PO) of goods to local price comparison recapitulation approved by the leadership; completing the supporting evidence of purchase orders; monitoring acceptance of local goods; processing payments bill to the finance department; monitoring the central PO until the goods are received in the plantation / plant; dealing with suppliers to gain competitive goods. (c) Service Procurement Task: verifying the (letter of employment agreement) proposal filed by the user; sent the letter of employment agreement to the head office for local letter of employment agreement draft; making a job offer letter to the subcontractors for local letter of employment agreement Draft; completing the evidence of supporting the local letter of employment agreement; monitoring local letter of employment agreement progress; following -up approval of the central letter of employment agreement draft. (d) Responsibilities: making outstanding purchase request and purchase order report, both for central and local; making purchase order outstanding and its realization</p>
<p>Competency Standards Administrators of Warehousing</p>	<p>(a) Function / Role: ensuring the warehouse activity such as receiving, storing, distribution , and reporting are in accordance company's operating standards (SOP). (b) Duties: the administrative check that will be accepted (PO, and DO letter); physical inspection of goods that will be accepted (packaging, quantity, volume, tonnage, color, flavor); making News receipt of goods acceptance / rejection of physical goods; recording evidence of goods receipt , card to warehouse (stock card); recording BPB to the goods label (bin cards); physical storage of goods based on the layout of the room and lay out material, lay out the closed and open warehouse; the physical storage of goods by material / non material, physical storage of goods by fast moving / slow-moving; Physical storage of goods based on risk / not at risk; Physical maintenance of warehousing and inventory items; recording evidence of outgoing goods to warehouse card (stock card); recording evidence of goods receipt to bin cards; verifying the request bill); physical expenditure items based on valid (evidence outgoing goods); (c) Responsibilities: Performing inventory taking and (minutes of receipt) stock opname or inventory taking ; making a stock report periodically.</p>
<p>Competency Standards Administrators of Personnel</p>	<p>(a) Function / Role: ensuring the process of recruitment of employees is in accordance SOP; ensuring the accuracy of employee data; ensuring the termination process of employee is in accordance SOP. (b) Duties; making new employee agreement; checking and making recapitulation number of monthly fixed, daily fixed and freelance employees; filling completeness of employee data (main book); making employee identification number; examining the list of employees on leave; taking care of the mess and guests; helping payroll; meeting the completeness of record and staff and non staff facilities ; taking care of employees mutation; referring the employees to the health center / hospital; handling official travel and its facilities; processing promotions, demotions and non staff layoffs; implementing collective labor</p>

	<p>agreement of companies; implementing the government's regulations on employment; developing and proposing employees promotion; making a letter of reprimand, a warning , and termination agreement. (c) Responsibilities: making employments report for monthly manager report; making reports for manpower employment department; making deduction of labor social insurance (Jamsostek) reports.</p>
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DISCUSSION

Retrieved product competency standards administrators oil palm plantations objective, valid, reliable, as follows: accounting (35 point statement), finance (35 point statement), payroll (13 point statement), parts plant (18 point statement), purchase (26 point statement), head of warehousing (17 point statement), human resources (22 point statement). So there are a number of 166 (one hundred and sixty six) point statement.

Validation Analysis, conducted through stages as follows: **Stage 1:** Validation expert review , from 230 (two hundred thirty) points after being validated obtained 217 (two hundred and seventeen) point statements. **Stage 2:** Stakeholders Validation involving 15 (fifteen) Stakeholders in oil palm plantation company PT Condong Garut. The results of analysis showed that stakeholders validity assessment of 217 earlier point statements after being validated acquired 168 (one hundred and sixty eight) point statements. **Stage 3:** Validation of the language by linguist to assess and evaluate the right thing, either, good or reliable, especially with the good and standard Indonesian sentences, the base words, forms of wrong choice of words , appropriate words, and so on dimensions , indicators and standards of competence administrators point statementof oil palm plantations. **Stage 4:** validation by respondents

Empirically, the field trial test by the respondents (practitioners), from 168 (one hundred and sixty eight) point statemenst standards competency administrators of oil palm plantations obtained two (2) items declined. And there are still 166 (one hundred and six twenty-six) point declarations will be analyzed further by a factor analysis approach. The results of the validation of construct-SPSS acquired that index of accounting 0.817, finance 0.828, wages 0.856, plant 0,711, purchasing 0.817, warehousing 0.743, personnel 0.735, which according to the KMO Measure of Sampling Adequacy (MSA) figures index of construct validity to the 7 (seven) dimensions standard competency administrators of oil palm plantations still fulfill the eligibility sizes.

Reliability Analysis , the coefficient values obtained as follows: accounting : 0.958, finance : 0.967, wages : 0.913 , plant : 0.893, purchasing : 0.944, warehousing: 0.894, personnel : 0.900. The coefficient value of alpha reliability cronbach perdimension, the highestis financial dimension (0.967), and the lowest is the plant dimension (0,893). The alpha reliability coefficient multidimension of (0.807), which means the level of reliability standard competence of admiistrator of oil palm plantations is moderate.

Supporting factors, researchers have experience working for 16 years, making it easier to formulate standards of competence administrators oil palm plantations. Obstacles: the research objects that are in the rural areas, this raises a lot of obstacles in collection of data both komunikasi via phone, or via the Internet. Product results, Currently there is no standard administrator of palm oil plantations for the research of this product can be used as a guide because it has been through the formative evaluation study. This product is not perfect, because not involve formal organizations such as the Professional Certification Agency, the Ministry of Manpower and Transmigration, National Professional Certification Board, and other technical agencies

CONCLUSION

Retrieved product competency standards administrators oil palm plantations objective, valid, reliable, as follows: accounting, finance, payroll, parts plant, purchasing, warehousing, human resources. Analysis of the validity of the standard of competence administrators oil palm plantations, through several stages: expert validation, stakeholders validation, language validation, field trials (validation by respondents). Empirical analysis of competency standards administrators oil palm plantations using factor analysis (SPSS 15) obtained by the index results: Accounting, Finance, Payroll, plants, Purchasing, Warehousing , and human resources, by KMO-MSA where, according to figures validity index still fulfill the eligibility sizes.

Reliability test results show the value of Cronbach alpha reliability coefficient: highest financial dimensions, and the lowest on the dimensions of the plant. The alpha reliability coefficient multi-dimensions which means the level of reliability standards of competence administrator oil palm plantations are moderate.

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- Keputusan Menteri Tenaga Kerja Dan Transmigrasi Republik Indonesia Nomor Nomor : 313 Tahun 2013 Tentang Penetapan SKKNI Kategori Industri Pengolahan Bidang Kerja Pengolahan Minyak Kelapa Sawit