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## THE MANAGEMENT OF EDUCATION AND TRAINING ON MERCHANT MARINE INSTITUTE

(Case study at BP2IP Barombong, PIP Makassar and BP2IP Tangerang)

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### ABSTRACT

*This study aims to describe the implementation educational and training management in the Maritime Education and Training Services (BP2IP) Barombong, Merchant Marine Polytechnic (PIP) Makassar and the Maritime Education and Training Services (BP2IP) Tangerang. This study employs a qualitative approach through a case study. Data collected by (1) interview, (2) study documentation such as photos and files, (3) observation role. Result of the study point out that: (1) the education and training divided into three majors such as deck, engine and port governance, (2) the Establishment of management function has been running based on the strategic plan, (3) motivation improvement and quality assurance is currently needed in the education and training progress so that the institution will be able to deliver the professional seafarer learners with high competitiveness and meet the national and international standard of competency.*

**Key Words:** *educational management, training, merchant marine institute, BP2IP, PIP.*

## INTRODUCTION

Regard with the rapid development of science and technology, the human resources need to be more educated, trained, qualified and creative. Darmawan (2010) explained that maritime and its industry also need high quality of human resources. The existence of a government's policy through sabotage principle and IMO in

term of 'GO TO SEA' cause the need for maritime export-import increased. The total international officers only about 7.000 people.

The Indonesia Ministry of Transport data revealed that the demand of sailors of either officers or rating will be continuously increasing. Nowadays, the demand for sailors rises to 1.103 million people with 190.762 for officers and 913.408 for rating. This number of demand will continuously increase as the global business dynamic keeps developing while the ability to provide those professional sailors is still limited. Based on the International Maritime Organization (IMO) data centered in London, the world needs about 16.000 more people for maritime officers.

The problem occurs not only in Indonesia but also the worldwide. This causes Indonesian maritime officers to prefer working for international maritime because they guarantee a higher salary. It is due to most people in Asia, Europe and America prefer working in the office. Through the president instruction No. 2 2005, National voyage empowerment should implement the sabotage principle consequently to empower the industry of national voyage. This instruction is a new hope to develop national voyage company to produce more.

This study is taken place at Maritime Education and Training Services (BP2IP) located in Barombong, Merchant Marine Polytechnic (PIP) Makassar and Maritime Education and Training Services (BP2IP) Tangerang. The writer chose these locations because the BP2IP Barombong adds a religious material subject. While in BP2IP Tangerang is still newly built. Therefore, the writer also wishes to compare the new institution to the old one. However, PIP Makassar also an institution conducting Diploma IV Program. Thus, the writer conducted cross-case analysis study to explore each of the institute educational management.

This study discussed detail about the planning, organizing, motivation, controlling and guarantying the quality of the Education and Training of Merchant Marine Institute formation in Barombong; Tangerang and Makassar.

## LITERATURE REVIEW

### Management Concept

Some experts in management propose the definition of management with a different formulation. Robbins (1988) stated that management is a process of getting activities completed efficiently with and through other people. While according to Terry (2000), management is a distinct process consisting of planning, organizing, actuating and controlling performance to determine and accomplished stated objectives by the use of human beings and other resources. Griffin (2002) implied that management process includes four activities, are planning, decision making, organizing, leading and controlling. Related to the management process, Schermerhorn (1996) also argued that there is four fundamental functions of management, including planning, organizing, leading, and controlling. Management function, according to Draft (2003) such are; planning, organizing, leading and controlling.

### Planning

Planning means determining organization purpose, achieving the goal, and making a decision. It is choice or goal determination, strategy decision, policy, project, program, procedure, methods, system, estimation and standard needed to achieve the goal (Handoko, 2001). Meanwhile, Winardi (2000) stated that planning includes things to do in the future and things to be concrete. Management planning is a significant thing to do seriously because the basis to run the management programs is to achieve the goal. Planning also determines purposes to be achieved and implements sources needed as effective as possible.

### Organizing

Nawawi (2000) argued that organizing is the corporation system done through classification. Garrison (1988) mentioned that organizing is the process of placing human resource well effectively to achieve the plans. Engler (1988) also stated that organizing means combining and ruling human resource and material in one action to achieve the goal targeted. Based on the previous explanation, organizing means a process to classify work into smaller assignments or smaller group based on the capability. It also means locating the human resource and coordinating each division to better the corporation relationship.

### Motivation

Motivation can be defined as someone's energy to create their enthusiasm in doing an activity. Motivation can be got from either their own selves or other people. The stronger motivation of people, the more self-quality they get. To understand more about motivation, below the explanation of some motivation theory of Abraham H Maslow and Herzberg.

### ***Abraham Theory (Theory of Demand)***

The motivation theory developed by Abraham H. Maslow viewed that human has five levels of demand, including physiological needs, safety needs, love needs, esteem needs and self-actualization.

### ***Herzberg Theory (Theory of dual factors)***

The second scientist who develops motivation theory is Herzberg who explained about two factors of motivation, are: motivational factor and hygiene factor. Motivational factor means things that push up internal achievement while hygiene motivation means external factors that may influence someone's life behavior. One of the challenges to understanding and to interpret Herzberg's theory is considering the proper factor that strongly influences someone's behavior, internally and externally.

### **Controlling**

Wagner and Hollenbeck (in Mantja, 2002) argued that controlling is the management function needed to evaluate the organization performance or units in an organization. This is to stabilize the development based on the goal. Hasibuan (2001) explained that controlling is the last function of the management process. This function is important because it determines the management process. Thus, controlling is one of the management functions that determine the result of the management process as the plan planned to achieve the goal.

### **Quality Assurance**

Regard with the improvement of quality assurance on national education, the Ministry of National Education issuing law No. 63 of 2009 about the system of national education quality mentioned that national education qualifier is the systematical activity of the educational program. Edward Sallis (1993) tried to adopt the problem of quality in economy and business to education by matching things as its characteristics. Unfortunately, quality is a slippery matter that may impact bad thing to people. One common example is when people talk about quality, it means they are talking about price, expensive price.

### **Education and Training**

Education and training is an effort to increase teachers and to develop professional resources based on their every own skill. Hamalik (2005) mentioned that one of the educational and training function is to better the working performance of cadets. Nadler (1982) stated that training is a process of intentional learning which is different from nonresidential learning. Learning is a process of alteration of knowledge, skill and attitude so that the learning program in a training must be planned for as organization's need (Rothwell, 1988).

Megginson, et al (1995:182) mentioned that education is learning several and acquiring broad, generalizing

knowledge while training is learning specific duties, responsibilities, skill and techniques. According to Torrington (1994:290), training is the process of increasing knowledge and skill which involve attitude alteration. Education and training is a process of teaching and learning using certain technique and method in order to increase the skill and attitude of a person or a group to solve the problem immediately.

## METHODOLOGY

This study uses the qualitative approach with various cases. It means this study explores two different educational institutions. A case study is an intensive description and certain phenomena analysis of individual, group, institution or society (Sonhadji, 1996). while Bogdan and Biklen (1982) defined the case study as a detail investigation of one setting, one object, one combined documents or one certain case. This study was conducted in 2011 at Maritime Education and Training Services (BP2IP in Barombong and Tangerang and merchant marine polytechnic of Makassar. The data collection in this study is done by interviewing, documenting and observing.

## FINDING AND DISCUSSION

Based on the findings, the discussion is explained in the table below starting from planning, organizing, motivating, controlling and qualifying.

**Table 1.2:Case 1**

Aspect	BP2IP Barombong
Planning	<p>1. Strategic Plan.</p> <p>Education and training of formation (DP IV) are planned in about 10 years. It is different from the last plan which is formed per five years. In the fifth and sixth semester, the cadets get on boar training with cadet record book.</p> <p>2. There are two section of new cadets acceptance</p> <p>3. The middle test and final test are done for the first until the fourth semester. Then, the practical test was conducted for the <i>Nautika</i> and <i>Tehnika</i> Program. Mariner skill was tested after sailing skill.</p>

	<p>4. The certificates given to the cadets were Mariner certificate of ANT IV for <i>Nautika</i> Program and ATT IV for <i>Tehnika</i> Program.</p>
Organizing	<p>1. The management system and quality standard from The Ministry of Transportation are used as the guidance of organizing the organization.</p> <p>2. There four division should follow the guidance, are educational staff, supporting staff, educational organizer and general staff.</p>
Motivation	<p>1. The certificate obtained by the cadets will support their profession carrier.</p> <p>2. Building character based on their religion and beliefs. Later, the institution will corporate with ESQ to increase the motivation.</p>
Controlling	<p>1. The specific training was still using two different curricula.</p> <p>2. There must be certain guidelines to guarantee the success of the education and training.</p> <p>3. All cadets must obey the rules made by the institution to create discipline.</p> <p>4. All cadets must do the assignment well to stimulate their integrity, responsibility, creativity, skill and many others.</p>
Qualifying	<p>1. Increasing the quality of the graduates, optimizing the maintenance resources, improving the corporation with the stakeholders, improving the quality of the institution and developing the infrastructure are done to achieve the goal of the institution; being good training institute.</p> <p>2. Willing to contribute creating safe and efficient maritime world.</p> <p>3. Willing to obey the rules and to guarantee the quality of training activity</p> <p>4. Initial audit and main audit are the steps done Bureau Verity in Maritime Education and Training Services in Tangerang to guarantee the quality</p>

**Table 1.3:Case2**

Aspect	PIPMakassar
Planning	<p>1. Strategic Plan. Education and training are based on the strategic plan structured per five years with three programs, including the first formation of relation, a training program of level three and level two and proficiency program. Diploma program has eight semesters. In the first until the fourth semester, the cadets should understand the theories, lab and simulator. In the fifth until the sixth semester, the cadets should practice on the ship while in the seventh and eighth semester, the cadets should get back to the dorm.</p> <p>2. The selection process is formulated by technical unit staffs</p> <p>3. The middle test and the final test are for the first until the fourth semester. In the third semester, the cadets should get sailing skill test.</p> <p>4. The certificate given to the cadets, for each major, is the same as another institute. However, harboring program will get ATT II certificate.</p>
Organizing	<p>1. The agenda conducted is guided by the Ministry of Transportation rules so that the organization plan will run well.</p> <p>2. The organization staff structure is formatted based on the decision of the Human Resources Division Chief.</p>
Motivation	<p>1. In this institute, the cadets are given mentality and moral subject to support the success of the activity based on the standard competence.</p> <p>2. The educational aspects are cognitive, domain, creativity and intelligence. This is to create analytic, creative, adaptive and conception cadets.</p> <p>3. The effective domain, attitude and interest are the persuasive motivation for cadets to have a</p>

	<p>feeling of receiving, responding, following, and organizing character. These will then create loyalty responsibility and discipline in each cadet.</p> <p>4. Those competent graduates will have good morality, integrity, discipline, responsibility and strong.</p>
Controlling	<p>1. The training program is mentioned in the education rule of Diploma program</p> <p>2. Rules of the cadets must be obeyed</p> <p>Daily rules include moral and mental guiding</p>
Qualifying	<p>1. As the decision of the Ministry of Finance No. 509/KMK.05/2009, the Merchant marine Polytechnic Makassar is decided as state institution of marine which manages the General Service Office as its necessary and quantity/quality demand. This is done to improve the performance of the organization to focus more on all elements. In 2010, this institution is decided as Marine University.</p> <p>2. Improving the quality of service resources, increasing customers, developing research, and improving self-skill.</p> <p>3. The quality of this institute is mention in its certificate of ISO 9001-2008.</p>

**Table 1.4:** Case 3

Aspect	BP2IP Tangerang
Planning	<p>1. Strategic Plan.</p> <p>Different from Barombong institute, this institute apply Master Plan which is formulated by analyzing the strategic plan. This done because this way may facilitate them to understand and to read.</p> <p>2. The systematic of new cadets acceptance is also done in two section</p> <p>3. The middle test and final test system in Tangerang Institute are alike with Barombong Institute.</p>



	4. The certificate given is also alike
Organizing	<ol style="list-style-type: none"> <li>1. This institute also apply rules guided by The Ministry of Transportation</li> <li>2. The staffs follow the guidelines are based on the organization structure</li> <li>3. The organizational committee is based on the decision letter to organize the organization agendas</li> </ol>
Motivation	Smart cadets will be awarded but colliding rules will reduce their points. Each colliding rule has its own amount of reducing score based on the mistake. However, good deeds will increase their points.
Controlling	<ol style="list-style-type: none"> <li>1. The curriculum used in the standard curriculum of DP IV for the productive group while normative and adaptive used the standard of national education  Only those who complete attendance may follow the examination, with 75% percent in minimum.  The rules for cadets are stated in cadets handbook, achievement book and daily punishment book</li> <li>2. The main control is focused on the daily activity of the cadets based on the Chief's decision</li> </ol>
Qualifying	<ol style="list-style-type: none"> <li>1. Willing to contribute to creating the maritime world which is safe, efficient and free from pollution.</li> <li>2. Willing to guarantee the activity with the certificate given to the cadets</li> <li>3. Initial audit and main audit are the steps done Bureau Verity to guarantee the quality</li> </ol>

**Table 1.2:**Crossed Case Analysis

Aspect	Barombong	Tangerang	Makassar	Final Discussion
Planning	<p>1. Strategic Plan</p> <p>Education and training of formation (DP IV) are planned in about 10 years. It is different from the last plan which is formed per five years. In the fifth and sixth semester, the cadets get on boar training with cadet record book.</p> <p>2. There are two section of new cadets acceptance</p> <p>3. The middle test and final test are done for the first until the fourth semester. Then, the</p>	<p>1. Strategic Plan.</p> <p>Different from Barombong institute, this institute apply Master Plan which is formulated by analyzing the strategic plan. This done because this way may facilitate them to understand and to read.</p> <p>2. The systematic of new cadets acceptance is also done in two section</p> <p>3. The middle test</p>	<p>1. Strategic Plan.</p> <p>Education and training are based on the strategic plan structured per five years with three programs, including the first formation of relation, a training program of level three and level two and proficiency program. Diploma program has eight semesters. In the first until the fourth semester, the cadets should understand the theories, lab and simulator. In the fifth until the sixth semester, the cadets should practice on the ship while in the seventh and eighth semester, the cadets should get back to the dorm.</p> <p>2. The selection process is</p>	<p>The planning is done by processing the activities will form in the strategic plan for 10 years. This plan will be done during the training agenda. In the fifth and sixth semester, the cadets get on boar training with cadet record book. There are two majors in the institute, <i>Nautika</i> program and <i>Tehnika</i> program.</p>

	<p>practical test was conducted for the <i>Nautika</i> and <i>Tehnika</i> Program. Mariner skill was tested after sailing skill.</p> <p>4. The certificates given to the cadets were Mariner certificate of ANT IV for <i>Nautika</i> Program and ATT IV for <i>Tehnika</i> Program.</p>	<p>and final test system in Tangerang Institute are alike with Barombong Institute.</p> <p>4. The certificate given is also alike</p>	<p>formulated by technical unit staffs</p> <p>3. The middle test and the final test are for the first until the fourth semester. In the third semester, the cadets should get sailing skill test.</p> <p>4. The certificate given to the cadets, for each major, is the same as another institute. However, harboring program will get ATT II certificate.</p>	
<p>Organizing</p>	<p>1. The management system and quality standard from The Ministry of Transportation are used as the guidance of organizing the organization.</p>	<p>1. This institute also apply rules guided by The Ministry of Transportation</p> <p>2. The staffs follow the guidelines are based on the organization structure</p>	<p>1. The agenda conducted is guided by the Ministry of Transportation rules so that the organization plan will run well.</p> <p>2. The organization staff structure is formatted based on the decision of the Human Resources Division</p>	<p>Organizing is done by dividing job description for each staff so that the working performance will work based on the standard quality and management system. This is done</p>

	<p>2. There four division should follow the guidance, are: educational staff, supporting staff, educational organizer and general staff.</p>	<p>3. The organizational committee is based on the decision letter to organize the organization agendas</p>	<p>Chief.</p>	<p>to achieve the goal of the organization.</p>
<p>Motivation</p>	<p>1. The certificate obtained by the cadets will support their profession carrier. 2. Building character based on their religion and beliefs. Later, the institution</p>	<p>Smart cadets will be awarded but colliding rules will reduce their points. Each colliding rule has its own amount of reducing score</p>	<p>1. In this institute, the cadets are given mentality and moral subject to support the success of the activity based on the standard competence. 2. The educational aspects are cognitive, domain, creativity and intelligence.</p>	<p>The motivation is centered on the strength of someone who is able to create their own persistence and enthusiasm in doing the activity.</p>

	will corporate with ESQ to increase the motivation.	based on the mistake. However, good deeds will increase their points.	This is to create analytic, creative, adaptive and conceptional cadets. 3. The effective domain, attitude and interest are the persuasive motivation for cadets to have a feeling of receiving, responding, following, and organizing character. These will then create loyalty responsibility and discipline in each cadet. 4. Those competent graduates will have good morality, integrity, discipline, responsibility and strong.	
Controlling	1. The specific training was still using two different curricula. 2. There must be certain guidelines to guarantee the	1. The curriculum used in the standard curriculum of DP IV for the productive group while normative and adaptive used	1. The training program is mentioned in the education rule of Diploma program 2. Rules of the cadets must be obeyed 3. Daily rules include moral and mental guiding	Controlling is one of the management function which very influential to the management process. This is to verify that the activity succeeds

	<p>success of the education and training.</p> <p>3. All cadets must obey the rules made by the institution to create discipline.</p> <p>4. All cadets must do the assignment well to stimulate their integrity, responsibility, creativity, skill and many others.</p>	<p>the standard of national education</p> <p>2. Only those who complete attendance may follow the examination, with 75% percent in minimum.</p> <p>3. The rules for cadets are stated in cadets handbook, achievement book and daily punishment book</p> <p>4. The main control is focused on the daily activity of the cadets based on the Chief's decision</p>		<p>based on the plan controlled by the rules.</p>
Qualifying	<p>1. Increasing the quality of the graduates, optimizing the</p>	<p>1. Willing to contribute to creating the maritime world</p>	<p>1. As the decision of the Ministry of Finance No. 509/KMK.05/2009, the Poly Technique of Marine</p>	<p>Good quality of the institute is seen from both educators and society to produce the</p>

	<p>maintenance resources, improving the corporation with the stakeholders, improving the quality of the institution and developing the infrastructure are done to achieve the goal of the institution; being good training institute.</p> <p>2. Willing to contribute creating safe and efficient maritime world.</p> <p>3. Willing to obey the rules and to guarantee the quality of training activity</p>	<p>which is safe, efficient and free from pollution.</p> <p>2. Willing to guarantee the activity with the certificate given to the cadets</p> <p>3. Initial audit and main audit are the steps done Bureau Verity to guarantee the quality</p>	<p>Makassar is decided as a state institution of marine which manages the General Service Office as its necessary and quantity/quality demand.</p> <p>This is done to improve the performance of the organization to focus more on all elements. In 2010, this institution is decided as Marine University.</p> <p>2. Improving the quality of service resources, increasing customers, developing research, and improving self-skill.</p> <p>3. The quality of this institute is mention in its certificate of ISO 9001-2008.</p>	<p>best candidate for the next generation of sailors who possess good integrity, responsibility, discipline and creativity.</p>
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	<p>4. Initial audit and main audit are the steps done Bureau Verity in Educational and Navigation Training institute Tangerang to guarantee the quality</p>			
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## CONCLUSION

Based on the overall explanation above, this study can be summarized as followed:

1. Training program is planned per 10 years before the program started. There are six semesters in each period with on board training and cadet record book provided for the participants.
2. There are institute which conducts eight semesters of the period; BP2IP Barombong, BP2IP Tangerang and PIP Makassar with two major program for the every cadets, including the *Nautika* and the *Tehnika* program.
3. Organizational system is formed through dividing job description for each division staff. This division is based on the function to implement the management system and quality standard to achieve the organization goals.
4. Motivation is sourced from the energy of each person to create the persistence and enthusiasm. This motivation is from both internal and external factor.
5. Controlling system is one of the management function to determine the management process and to guarantee the training result based on the rules existed.
6. Qualifying the quality is a must for an institution. Thus, these three institutes qualify each own institute starting from the educators until the society. So, the graduates will possess professionalization and ready to act both in national or international.



## RECOMMENDATION

1. BP2IP Barombong and BP2IP Tangerang should re-arrange the master plan more detail in 5-10 years.
2. For PIP, the first until the sixth semester is better to give more theory and lab/simulator practice while in the fifth until the last semester, the cadets should practice on the ship.
3. Further research related to this study case may provide more information about Marine to complete the previous studies.

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