

## THE INFLUENCE OF MANAGEMENT FUNCTIONS ON THE EFFECTIVENESS OF OIL PALM FARMERS' GROUPS IN TAPAK MERIAH VILLAGE, SILINDA DISTRICT, SERDANG BEDAGAI REGENCY

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### Abstract

Farmer groups play an important role in increasing the productivity and success of smallholder oil palm farming. However, the effectiveness of farmer groups is greatly influenced by the implementation of management functions, including planning, organizing, implementing, and supervising. This study aims to analyze the influence of management functions on the effectiveness of the Sejahtera Farmer Group in Tapak Meriah Village, Silinda District, Serdang Bedagai Regency. The study used a quantitative approach with an explanatory research type. The study population consisted of 35 farmer group members, all of whom were sampled using a total sampling technique. Data were collected through observation, interviews, and questionnaires, then analyzed using multiple linear regression with the help of IBM SPSS. Before the analysis was carried out, the data had met the classical assumption test, which included normality, multicollinearity, and heteroscedasticity tests. The results showed that partially the variables of planning, organizing, implementing, and supervising had a positive and significant effect on the effectiveness of farmer groups with a significance value of 0.000 ( $p < 0.05$ ) each. Simultaneously, these four variables also significantly influence the effectiveness of farmer groups with an F-value of 29.806 and a significance level of 0.000. The coefficient of determination ( $R^2$ ) of 0.773 indicates that 77.3% of the variation in farmer group effectiveness can be explained by management functions, while the remaining 22.7% is influenced by other factors outside the research model. The results of the study indicate that planning is the variable that has the most dominant influence on farmer group effectiveness. Therefore, strengthening the implementation of integrated management functions is needed to increase the institutional effectiveness of oil palm farmer groups.

**Keywords** : effectiveness of farmer groups; management functions; oil palm; organization; implementation; supervision; planning.

### INTRODUCTION

Palm oil is a strategic commodity that contributes significantly to the national and regional economies. At the smallholder farmer level, farmer groups act as institutions that facilitate coordination, capacity building, and access to production and marketing facilities. The success of farmer groups is influenced by the implementation of management functions, including planning, organizing, implementing, and monitoring (POAC). Effective implementation of management functions can increase member participation, strengthen coordination, and support the achievement of organizational goals. While suboptimal implementation can reduce the effectiveness of farmer group performance (Hasan et al., 2020).

Based on initial observations at the Sejahtera Farmers Group in Tapak Meriah Village, Silinda District, Serdang Bedagai Regency, production targets were still unmet, coordination among members was suboptimal, and member participation was relatively low. These conditions indicate that the effectiveness of the farmer group is thought to be influenced by the implementation of management functions. Research on the influence of management functions on the effectiveness of oil palm farmer groups at the village farmer group level is still limited. Therefore, this study aims to analyze the influence of management functions on the effectiveness of the Sejahtera Farmers Group so that it can serve as a basis for improving the institutional performance of oil palm farmers (Hasan et al., 2020). Based on the background and problem formulation that has been put forward, this

study aims to analyze the influence of management functions including planning ( $X_1$ ), organizing ( $X_2$ ), and implementation ( $X_3$ ) on the effectiveness of the Oil Palm Farmers Group in Tapak Meriah Village, Silinda District, Serdang Bedagai Regency.

## **THEORETICAL BASIS**

### **Management**

Management is the process of coordinating and administering organizational resources through planning, organizing, directing, and controlling to achieve goals effectively and efficiently. These four functions are interrelated, so the success of an organization is greatly influenced by managerial skills in planning activities, allocating resources, directing members, and evaluating work implementation. In the context of farmer organizations, the implementation of sound management functions can improve coordination, member participation, productivity, and the achievement of group goals. Therefore, management functions serve as the basis for assessing the effectiveness of farmer group management as an agribusiness organization (Terry et al., 2020; Robbins & Coulter, 2021; Griffin, 2021).

### **Management in Agribusiness**

Management in agribusiness is the application of management functions across the entire agribusiness chain, from the provision of production facilities, cultivation processes, product processing, marketing, to the provision of supporting services. Integrated management enables each subsystem to support each other, resulting in more efficient resource use and increased business productivity. In the palm oil agribusiness, business success is determined not only by the technical aspects of cultivation but also by the ability of farmer groups to manage their organizations, build collaboration, and establish partnerships with various stakeholders. Therefore, the implementation of management functions is a crucial factor in increasing the competitiveness and sustainability of smallholder palm oil agribusiness (Muflihani et al., 2024; Hidayat et al., 2024; Pangestu et al., 2025).

### **Farmers Group**

Farmer groups are farmer institutions formed as a forum for learning, collaboration, and business development to improve their members' ability to manage their farms. Through farmer groups, farmers can gain access to technological innovation, extension services, production facilities, capital, and marketing information, thereby increasing productivity and business efficiency. Furthermore, farmer groups also serve as a means of coordination between farmers and the government, cooperatives, financial institutions, and other business actors. The success of farmer groups is greatly influenced by the effectiveness of organizational management and the active participation of their members, thus ensuring that farmer group institutions play a strategic role in supporting the development of a sustainable palm oil agribusiness (Muflihani et al., 2025; Hasan et al., 2020).

### **Palm Oil Farming**

Oil palm farming involves managing production factors, such as land, labor, capital, technology, and management, to optimally produce fresh fruit bunches (FFB) and generate profits for farmers. The success of this farming process is influenced by the implementation of management functions at every stage of the activity, from planning and plant maintenance to harvesting and marketing. Good management will increase productivity, resource efficiency, and harvest quality, while poor management can reduce productivity and farmer income. Therefore, the implementation of management functions is a crucial factor in increasing the effectiveness of farmer groups and the success of smallholder oil palm farming (Widiasmadi, 2023; Guampe et al., 2022; Hasan et al., 2020).

## **RESEARCH METHODS**

This research was conducted at the Sejahtera Farmers Group, Tapak Meriah Village, Silinda District, Serdang Bedagai Regency, in February–March 2026. The research location was selected purposively because it is one of the centers of smallholder oil palm production with an active farmer group and a structured management system that aligns with the research objectives. The study population was all 35 members of the Sejahtera Farmers Group. The sampling technique used total sampling, so that all members of the population became research respondents (Sugiyono, 2021). The study used a quantitative approach with an explanatory research method to analyze the influence of management functions on the effectiveness of oil palm farmer groups. Primary data were collected through observation, interviews, and questionnaires using a five-point Likert scale. The research

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variables consisted of planning ( $X_1$ ), organizing ( $X_2$ ), implementation ( $X_3$ ), supervision ( $X_4$ ), and farmer group effectiveness ( $Y$ ), each of which was measured using four indicators, resulting in a total of 20 statements.

Prior to use in the study, the instrument was tested for validity using Pearson's Product Moment correlation and reliability using Cronbach's Alpha. All statement items were declared valid because their calculated  $r$ -values were greater than the table  $r$ -values, while the Cronbach's Alpha values for all variables were above 0.60, thus declaring the instrument reliable and suitable for use as a data collection tool (Sugiyono, 2021).

Data analysis was performed using IBM SPSS software. The analysis included classical assumption tests, including normality, multicollinearity, and heteroscedasticity, followed by multiple linear regression analysis to determine the effect of planning, organization, implementation, and supervision on farmer group effectiveness. Hypothesis testing was performed using the  $t$ -test to test partial effects, the  $F$ -test to test simultaneous effects, and the coefficient of determination ( $R^2$ ) to determine the extent to which the independent variables explain variation in the dependent variable (Ghozali, 2021).

## RESEARCH RESULT

### Classical Assumptions

#### Normality Test

**Table 1. Normality Test Results**  
One-Sample Kolmogorov-Smirnov Test

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 40                      |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                |
|                                  | Std. Deviation | 2.25437586              |
| Most Extreme Differences         | Absolute       | .089                    |
|                                  | Positive       | .089                    |
|                                  | Negative       | -.060                   |
| Test Statistic                   |                | .089                    |
| Asymp. Sig. (2-tailed)           |                | .200 <sup>c,d</sup>     |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on Table 1, the Asymp. Sig. (2-tailed) value is 0.200. This value is greater than the 0.05 significance level, so according to the basis for making decisions using the Kolmogorov-Smirnov test, it can be concluded that the residual data in this research regression model is normally distributed. Thus, the assumption of normality in the regression model has been met.

#### Multicollinearity

The multicollinearity test is carried out to determine whether or not there is a strong relationship (correlation) between the independent variables in the regression model, by looking at the Tolerance and Variance Inflation Factor (VIF) values.

**Table 2. Multicollinearity Test Results**

| Model            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Collinearity Statistics |       |
|------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
|                  | B                           | Std. Error | Beta                      |        |      | Tolerance               | VIF   |
| 1                |                             |            |                           |        |      |                         |       |
| (Constant)       | -9.939                      | 2.104      |                           | -4.724 | .000 |                         |       |
| Perencanaan      | .562                        | .078       | .592                      | 7.177  | .000 | .952                    | 1.050 |
| Pengorganisasian | .474                        | .082       | .478                      | 5.762  | .000 | .943                    | 1.060 |
| Pelaksanaan      | .356                        | .081       | .357                      | 4.394  | .000 | .982                    | 1.018 |
| Pengawasan       | .463                        | .086       | .448                      | 5.380  | .000 | .936                    | 1.068 |

a. Dependent Variable: Kinerja

Table 2 shows that the Tolerance value for the four independent variables, namely Planning, Organizing, Implementation, and Supervision, is each greater than 0.10, while the VIF value is each smaller than 10.00. Based on these criteria, it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model of this study.

#### Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether there was inequality in the residual variance in the regression model, using the Glejser test with the Abs\_RES variable as the dependent variable t.

**Table 3. Heteroscedasticity Test Results**

| Model |                  | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                  | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)       | 1.823                       | 1.110      |                           | 1.642 | .110 |
|       | Perencanaan      | -.032                       | .041       | -.127                     | -.765 | .450 |
|       | Pengorganisasian | .065                        | .043       | .249                      | 1.494 | .144 |
|       | Pelaksanaan      | .002                        | .043       | .009                      | .055  | .957 |
|       | Pengawasan       | -.032                       | .045       | -.119                     | -.713 | .480 |

a. Dependent Variable: Abs\_RES

Based on Table 3, the significance value (Sig.) for all independent variables is above 0.05, namely Planning (0.450), Organizing (0.144), Implementation (0.957), and Supervision (0.480). Thus, according to the basis for making decisions using the Glejser test, it can be concluded that there is no heteroscedasticity symptom in the regression model, or in other words, the residual variance is homogeneous in each observation. By fulfilling the three classical assumptions above, namely normally distributed data, no multicollinearity, and no heteroscedasticity, the multiple linear regression model in this study is suitable for use to explain the influence of independent variables on the dependent variable.

### Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the extent of the influence of Planning (X1), Organizing (X2), Implementation (X3), and Supervision (X4) on the Effectiveness of Farmer Groups (Y).

**Table 4. Results of Multiple Linear Regression Analysis**

| Model |                  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                  | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)       | -9.939                      | 2.104      |                           | -4.724 | .000 |
|       | Perencanaan      | .562                        | .078       | .592                      | 7.177  | .000 |
|       | Pengorganisasian | .474                        | .082       | .478                      | 5.762  | .000 |
|       | Pelaksanaan      | .356                        | .081       | .357                      | 4.394  | .000 |
|       | Pengawasan       | .463                        | .086       | .448                      | 5.380  | .000 |

a. Dependent Variable: Kinerja

Based on Table 4, the multiple linear regression equation is obtained as follows:

$$Y = -9.939 + 0.562X_1 + 0.474X_2 + 0.356X_3 + 0.463X_4 + e$$

The constant value of -9.939 indicates that if the four independent variables (Planning, Organizing, Implementation, and Supervision) are zero, then the effectiveness of the farmer group is at that point before being influenced by the management function. All regression coefficients are positive, which means that every increase in each management function will be followed by an increase in the effectiveness of the farmer group, assuming the other variables remain constant (*ceteris paribus*).

Judging from the size of the coefficient, the Planning variable (X1) provides the largest contribution with a coefficient of 0.562, followed by Organizing (X2) of 0.474, Supervision (X4) of 0.463, and Implementation (X3) of 0.356. This indicates that improvements in the planning aspects of farmer groups' work, such as preparing annual work plans and setting production targets, have the greatest relative impact on increasing farmer group effectiveness compared to the other three management functions.

### Hypothesis Testing

#### Partial Test (t-Test)

*t*-test is used to determine the partial effect of each independent variable on the dependent variable. Decision making is based on the significance value (Sig.) with a real level ( $\alpha$ ) of 0.05. If the Sig. value < 0.05, then  $H_0$  is rejected and  $H_1$  is accepted, which indicates that the independent variable has a significant effect on the Effectiveness of Farmer Groups (Y). Conversely, if the Sig. value > 0.05, then  $H_0$  is accepted and  $H_1$  is rejected, which means the independent variable does not have a significant effect on the Effectiveness of Farmer Groups (Y).

Based on the results of the *t*-test in Table 4.4, the following hypothesis testing results were obtained.

#### 1. The Influence of Planning (X<sub>1</sub>) on the Effectiveness of Farmer Groups (Y)

The Planning variable (X<sub>1</sub>) has a significance value of 0.000 (< 0.05). Thus,  $H_{01}$  is rejected and  $H_{11}$  is accepted. These results indicate that Planning (X<sub>1</sub>) has a positive and significant effect on Farmer Group Effectiveness (Y).

#### 2. The Influence of Organization (X<sub>2</sub>) on the Effectiveness of Farmer Groups (Y)

The Organization variable ( $X_2$ ) has a significance value of 0.000 ( $<0.05$ ). Therefore,  $H_{02}$  is rejected and  $H_{12}$  is accepted. This indicates that Organization ( $X_2$ ) has a positive and significant effect on Farmer Group Effectiveness (Y).

**3. The Influence of Implementation ( $X_3$ ) on the Effectiveness of Farmer Groups (Y)**

The Implementation variable ( $X_3$ ) obtained a significance value of 0.000 ( $<0.05$ ). Thus,  $H_{03}$  is rejected and  $H_{13}$  is accepted. These results indicate that Implementation ( $X_3$ ) has a positive and significant effect on Farmer Group Effectiveness (Y).

**4. The Effect of Supervision ( $X_4$ ) on the Effectiveness of Farmer Groups (Y)**

The Supervision variable ( $X_4$ ) has a significance value of 0.000 ( $<0.05$ ). Therefore,  $H_{04}$  is rejected and  $H_{14}$  is accepted. These results indicate that Supervision ( $X_4$ ) has a positive and significant effect on Farmer Group Effectiveness (Y).

Based on the results of the  $t$ -test, all research hypotheses ( $H_1$ ,  $H_2$ ,  $H_3$ , and  $H_4$ ) were declared accepted. This indicates that each management function, namely Planning, Organizing, Implementation, and Supervision, partially has a positive and significant effect on the Effectiveness of Oil Palm Farmer Groups in Tapak Meriah Village, Silinda District, Serdang Bedagai Regency.

**Simultaneous Test (F-Test)**

**Table 5. Simultaneous Test Results (F-Test)**

| ANOVA <sup>a</sup> |            |                |    |             |        |                   |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
|                    | Model      | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1                  | Regression | 675.169        | 4  | 168.792     | 29.806 | .000 <sup>b</sup> |
|                    | Residual   | 198.206        | 35 | 5.663       |        |                   |
|                    | Total      | 873.375        | 39 |             |        |                   |

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Pengawasan, Pelaksanaan, Perencanaan, Pengorganisasian

Based on Table 4, the F-count value is 29.806 with a significance value (Sig.) of 0.000. This significance value is smaller than 0.05, so  $H_0$  is rejected and  $H_1$  is accepted. This means that Planning ( $X_1$ ), Organizing ( $X_2$ ), Implementation ( $X_3$ ), and Supervision ( $X_4$ ) simultaneously have a significant effect on the Effectiveness of Oil Palm Farmer Groups (Y) in Tapak Meriah Village, Silinda District, Serdang Bedagai Regency. Thus, the fifth hypothesis ( $H_5$ ) in this study is accepted.

**Coefficient of Determination ( $R^2$ )**

The coefficient of determination is used to determine how much the independent variable is able to explain the variation in the dependent variable.

**Table 6. Results of the Determination Coefficient Test ( $R^2$ )**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .879 <sup>a</sup> | .773     | .747              | 2.380                      |

a. Predictors: (Constant), Pengawasan, Pelaksanaan, Perencanaan, Pengorganisasian

Based on Table 6, the R Square ( $R^2$ ) value is 0.773 or 77.3%. This value indicates that the variables Planning ( $X_1$ ), Organization ( $X_2$ ), Implementation ( $X_3$ ), and Supervision ( $X_4$ ) simultaneously explain 77.3% of the variation in Farmer Group Effectiveness (Y). Meanwhile, the remaining 22.7% is explained by other variables outside the regression model that were not examined in this study, such as leadership factors, business capital, or external institutional support.

**DISCUSSION**

**The Influence of Planning on the Effectiveness of Farmer Groups**

The results of the study indicate that Planning ( $X_1$ ) has a positive and significant effect on Farmer Group Effectiveness (Y) with a significance value of 0.000 ( $<0.05$ ). This variable has the largest contribution compared to other variables, indicating that planning is a major factor in increasing farmer group effectiveness. This finding is in line with the management theory proposed by Terry et al. (2020), which states that planning is the initial

function that determines the direction of achieving organizational goals, and is supported by research by Yayan et al. (2024) which states that planning has a significant effect on the success of oil palm farming.

### **The Influence of Organization on the Effectiveness of Farmer Groups**

Organization ( $X_2$ ) has been shown to have a positive and significant effect on Farmer Group Effectiveness with a significance value of 0.000 ( $<0.05$ ). A clear organizational structure, division of tasks, and coordination between members are factors that support the group's success in achieving its goals. The results of this study align with Ghosh (2021) who emphasized the importance of organization as a management function in allocating resources effectively, and are supported by research by Yayan et al. (2024) which shows that organization can increase the efficiency of oil palm farming.

### **The Impact of Implementation on the Effectiveness of Farmer Groups**

Implementation ( $X_3$ ) also has a positive and significant effect on Farmer Group Effectiveness with a significance value of 0.000 ( $<0.05$ ). The success of work program implementation is influenced by leadership, member participation, and consistency in implementing the prepared plan. This finding supports the *actuating concept* according to Terry et al. (2020) and research by Fanisa et al. (2024) which states that leadership and member participation contribute to improving farmer group performance.

### **The Influence of Supervision on the Effectiveness of Farmer Groups**

Supervision ( $X_4$ ) has a positive and significant effect on Farmer Group Effectiveness with a significance value of 0.000 ( $<0.05$ ). Routine monitoring and evaluation enable administrators to identify obstacles and take corrective actions so that program implementation continues according to plan. These results align with the opinions of Kotler and Armstrong (2021) and Terry et al. (2020) regarding the importance of the supervisory function, and are reinforced by research by Muflihani et al. (2024) which shows that supervision contributes to the productivity of the oil palm agribusiness.

### **The Influence of Simultaneous Management Functions on the Effectiveness of Farmer Groups**

The results of the simultaneous test show that Planning, Organizing, Implementation, and Supervision together have a significant effect on the Effectiveness of Farmer Groups, with a significance value of 0.000 and a coefficient of determination ( $R^2$ ) of 0.773. This indicates that 77.3% of the variation in farmer group effectiveness can be explained by these four management functions, while the remainder is influenced by other factors outside the research model. This finding supports the management theory of Terry et al. (2020) which states that management functions are an interrelated unit, and is in line with the research of Yayan et al. (2024) and Muflihani et al. (2024; 2025) which emphasizes that the implementation of integrated management functions can increase institutional effectiveness and the success of smallholder oil palm agribusiness.

## **CONCLUSION**

Based on the results of the testing, analysis, and discussion that have been carried out, it can be concluded that all management functions consisting of Planning ( $X_1$ ), Organizing ( $X_2$ ), Implementation ( $X_3$ ), and Supervision ( $X_4$ ) partially have a positive and significant effect on the Effectiveness of Farmer Groups ( $Y$ ) in the Sejahtera Farmer Group in Tapak Meriah Village, Silinda District, Serdang Bedagai Regency. These results indicate that the better the implementation of the planning function, the clarity of the organizational structure and division of tasks, the implementation of work programs supported by member participation, and monitoring and evaluation activities, the higher the effectiveness of farmer groups in achieving organizational goals. In addition, the results of the simultaneous test show that the four management functions together have a significant effect on the effectiveness of farmer groups with a coefficient of determination ( $R^2$ ) of 0.773. This means that 77.3% of the variation in farmer group effectiveness can be explained by the variables of Planning, Organizing, Implementation, and Supervision, while the remaining 22.7% is influenced by other factors outside the research model.

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