

The Price Analysis Of Palm Oil Commodity In Banjarmasin South Kalimantan

Dahniar^{1,*}, Shilma Irvania Al Difa¹

*¹Management, Economic and Business Faculty / Lambung Mangkurat University
Jl. Brigjend H. Hasan Basry Banjarmasin South Kalimantan, Indonesia*

Corresponding author dahniar@ulm.ac.id

Abstract: This study aimed to analyze the price of oil palm commodity at Banjarmasin, to develop cost component and impacts on Government policies in the oil palm sector. The difference in calculation of cost components between the cost of production of farmers from Permentan No.14/Permentan/OT.140/2/2013. The research method used consists of (1) Field research, (2) Library research. The data analysis technique was in accordance with formula $HTBS = K (HCPO \times RCPO + HIS \times RIS)$. The sampling technique used purposive sampling. The object of research was at Palm Oil Companies. The results of the study to calculate the cost components included in the cost production include: plant maintenance costs, indirect costs, unit depreciation costs. The difference in the calculation of the cost components of farmers only compares the total cost of production with the price of production, while the Government calculation is based on Permentan. Efforts that must be made in the difference in palm oil pricing if there is no win-win solution: there is a guarantee of transparency from the sales, both export and local, between farmers and oil palm entrepreneurs. For documents of volume, prices and costs should always be valid, the data are known by all parties.

Keywords: Palm Oil Commodity, Price of Production, Production Cost, Oil Palm, South Kalimantan.

1. INTRODUCTION

The oil palm plantation business in South Kalimantan Province has experienced significant development. Meanwhile the number of palm oil mills in South Kalimantan are 20 mills with a capacity of ± 797.89 tons / hour. This situation will certainly cause traffic to the production and buying and selling of FFB with increasingly fierce and open business competition. Buying and selling of Palm oil FFB should be in good quality.

The quality of oil palm fresh fruit bunches (FFB) greatly influences the quality of crude palm oil (CPO) and the quality of palm kernel oil (PKO) produced from the processing of FFB. Things that must be considered starting from the process of good cultivation (Good Agriculture Practices / GAP), the process of harvesting (Good Handling Practices / GHP) and the process of good processing (Good Manufacturing Practices / GMP). Good FFB products affect the value of oil palm yields. Many factors can affect yield, including plant varieties, crop maintenance, quality and harvesting procedures for FFB, transportation and processing in the palm oil mill.

The palm oil industry sector is a priority sector in the province of South Kalimantan with an output multiplier value and above the average income multiplier value. This shows that the oil palm plantation sector is included in the priority sector. As of 2015, there were 64 companies operating oil palm plantations in South Kalimantan. The existence of oil palm plantations and companies in the province of South Kalimantan has not yet provided optimal results. This is evidenced by the absence of a value chain (value chain) that can provide a win-win solution for palm oil businesses.

First, judging from the upstream sector starting from the entrepreneurs / oil palm plantations, they are required to meet various conditions to get a complete permit to do business. Based on preliminary research conducted obtained results:

- a. From the perspective of Palm Oil Companies that have cross-regional Plantation Business Permits (IUP) issued by the South Kalimantan provincial government, there was only 1 (one) company until 2014, namely PT. Gawi Makmur Kalimantan.
- b. In terms of oil palm farmers, it can be categorized into 2 (two) groups, namely plasma farmers and independent farmers, both of which have many problems, one of which is in calculating the production price of Fresh Fruit Bunches (FFB). The plasma and independent farmers do not have a good bargaining power to sell the crop yields so that it is in a weak position. The local government's policy in determining FFB prices has not revealed the cost component that is taken into account.

Table 1.1 Cost of CPO in Period of October 2018

Name		PT. BKB	PT. GMK
Cost (Rp.)	Palm Oil	8.305,00	8.629,70
	Palm Core	7.213,64	-
Selling Volume (Kg)	Palm Oil	2.000.000	6,850,000
	Palm Core	650.000	-

Total Value (Rp.)	Palm Oil	16,610 M	59,113 M
	Palm Core	4,688 M	-
Sales results (Rp.)		21,298 M	59,113 M

Source : Plantation Office Banjarbaru 2018

Table 1.1 explains that the determination of the price of Crude Palm Oil CPO or palm oil in accordance with the contract regarding sales volume in this case is taken from 2 (two) large companies in the Banjarmasin area, namely PT. Buana Karya Bhakti Banjarmasin (PT.BKB) and PT. Gawi Makmur Kalimantan (PT.GMK) Banjarmasin is always based on existing contracts. For PT. Buana Karya Bhakti Banjarmasin showed the results of the October CPO sales of Rp. 21,298 billion while PT. Gawi Makmur Kalimantan Banjarmasin made sales as much Rp. 59,113 billion. The large volume of CPO sales from PT. Gawi Makmur Kalimantan Banjarmasin is what makes researchers interested in making it as an object of research, and wants to find out and analyze what marketing strategies are used in running the palm oil business so far.

Meanwhile, for determining the method of determining FFB prices are one of the important indicators that can influence the supply of oil palm farmers. The policy on prices, for example regarding the price of FFB, is the authority of the government which is derived in the form of regulations and decisions of the competent authority, such as a Ministerial Decree (Permentan/Minister of Agriculture) or an official (SK) who is authorized for that. The policy is taken with the aim of protecting farmers and stabilizing the economy.

The purpose of regulating and determining FFB prices has been regulated through Permentan Number 14 / Permentan / OT.140 / 2/2013 is "to provide protection in obtaining fair prices of FFB palm oil produced by farmers and avoid unfair competition among palm oil mills. Article 4 Permentan No. 395 regulates that Farmers sell all fresh fruit bunches to companies and companies buy all fresh fruit bunches to be processed and marketed in accordance with the cooperation agreement. "

Second, those involved as the main business people in this matter are:

- a. Local Governments as regulators, based on the results of previous studies that have been carried out, there are numbers of regional regulations that have been canceled by the Central Government, because the regulations issued overlap in terms of levies required for companies / oil palm plantations, both tax obligations set by the central government and donation obligations to local government.
- b. Tax obligations both central tax and local tax in accordance with the legal regulations in the field of taxation Number 28 Year 2009, other various levies by local governments such as third party contributions (from entrepreneurs / plantations to local governments), and overlapping with the tax obligations that have been established in accordance with applicable tax laws.

There is a requirement from the government to the company / plantation, which requires that by having an area of around 100,000 ha only get a permit to build a refinery, whereas in fact now every 1 (one) group of companies / estates only has an area of around 50,000 ha, this situation can be overcome if the government changes the conditions, but if not the consequences for companies / plantations must make a consortium to achieve the intended land area, this is not easy to do by the companies / oil palm plantations. Another factor is natural constraint because to transport and market agricultural products after harvest requires a special port that is very deep and the ports in average in South Kalimantan are still shallow, so it requires very intensive dredging. If all the obstacles can be overcome, then the existence of the palm oil commodity industry has very large value added or profit that will be obtained by both the government and the community.

The results of this study will be considered by related parties in producing a win-win solution. Within the oil palm business, not all actors have a good bargaining power position. The government as functions of the regulator and facilitator are highly awaited for its policies which favor the wider community, especially the weak economic community (pro-people policies). This is proven by the absence of a value chain that can provide a win-win solution for all business players in the palm oil industry.

Identification of problems

Problems that can be formulated in this study are:

1. Is there a difference in the cost component in calculating the cost of production of oil palm Fresh Fruit Bunches.
2. Is there a difference in the calculation of the cost components between the cost of production calculated by farmers compared to the calculations made by the Regional Government Pricing Team based on Permentan Number 14 / Permentan / OT.140 / 2/2013
3. Are there any differences arising from the determination of the cost of production of Fresh Fruit Bunches (FFB) based on government regulations, oil palm farmers and the company / plantation, if there is no win-win solution.

Hypothesis

The hypotheses in this study are:

1. There is a difference in the cost component in calculating the cost of production of oil palm fresh fruit bunches.
2. Compared to calculations made by farmers and the Regional Government Pricing Team based on Permentan Number 14 / Permentan / OT.140 / 2/2013.
3. There are differences arising from the determination of the cost of production of Fresh Fruit Bunches (FFB) based on government regulations, oil palm growers and the company / plantation, if there is no win-win solution

Fresh Fruit Bunches (FFB) is a part of the production of palm oil which is an initial product that will later be processed into Crude Palm Oil (CPO) and palm kernel (kernel) as the main products besides other products. The duration of the formation process from the time of pollination to maturity depends on climatic conditions and factors that affect the growth of the length of the fruit ripening process in several different regions.

The price of Fresh Fruit Bunches (FFB) is determined based on a pricing system according to Government Regulation no: 14 / Permentan / OT.140 / 2/2013 concerning guidelines for determining the purchase price of oil palm FFB of plantation production. The price of oil palm fruit (FFB) consistently correlates with the price of CPO, this can occur because the determination of the price of FFB does refer to the CPO price. The increase in CPO and FFB prices shows that the price received by oil palm farmers (FFB prices) can be said to be higher than the prices obtained by CPO producers and CPO prices (Rachman, 2005). The amount of costs and income that will be obtained is highly dependent on land conditions, prices materials and tools as well as labor costs. Farmer business is a production activity, where the role of input in producing output is the main concern. The role of inputs is not only seen in terms of type and availability in a timely manner, but also in terms of efficient use of factors (Amang, 1995).

Palm oil products which are one of the mainstays of Indonesia's exports have experienced significant price increases. Palm oil prices have historically increased. The increase in the price of palm

oil (CPO) also boosts the price of palm fruit (FFB, fresh fruit bunches). The oil palm farmers benefit from selling palm fruit to palm oil processing factories into CPO. Therefore, the price of FFB is one important indicator that can affect the supply of oil palm farmers (Arianto, 2008).

Palm oil business in its operation aims to obtain income that is used to meet the needs for activities outside of farming activities. In obtaining the desired income, oil palm farmers should consider the selling price of their production, calculate all cost elements to determine the cost of their agricultural products. This situation can be done by farmers so that the level of business effectiveness of oil palm farmers is low (Kasmir, 2004).

The price of FFB received by farmers is calculated based on the K proportion index. For the K component, which is usually called the K proportion index, which refers to the decision of the Minister of Forestry and Plantation and the Minister of Agriculture Regulation,

This figure is usually at a level below 100 percent because it is a numerical factor to determine K which is smaller than the term in the denominator (Anonymous, in Mulyana 2008).

The policy on the price of oil palm, for example regarding the price of FFB, is the authority of the government which is derived in the form of regulations and decisions of powerful officials, such as a decree of the Minister (PERMENTAN) or an official (SK) who is authorized for that.

Policies are taken with the aim of protecting oil palm farmers / planters and stabilizing the economy (Daniel, 2002).

This research supports the industry that is developing in the wetlands, namely the palm oil commodity industry, so that the value added produced in the value chain grows in the wetlands, especially in the palm oil commodity. Value added information for the government at the time of pre-operation, at the time of sale, and value added for the palm oil commodity industry in the production phase / FFB, the processing phase and the post-production phase through to sales.

Related research that has been carried out, especially related to policies issued by the government, was carried out by researchers (Nur Fatiah and Dahniar, 2014) in the South Kalimantan provincial government which focused on the role of agribusiness companies in the context of increasing Local Original Revenue (PAD) as a comparative study of income by central government and regional government. Based on the results of comparative studies conducted in various provinces in Indonesia, there were several local regulations that were canceled related to the overlapping of levies carried out by each local government. Researchers believe this has resulted in the discovery of a win-win solution for palm oil businessman.

Other related research conducted by (Dahniar, et.al, 2011) in Tabalong District showed the results of the local government's policy in this case to provide a greater allocation of funds in the Regional Budget (APBD) to alleviate poverty in the framework to improve the welfare of the poor is very useful, because in Tabalong district there are also areas of poverty. Most or around more than 70% of respondents stated that they were greatly helped by work programs launched by the Tabalong District Government so far. Therefore this study aims to analyze in terms of the upstream part efforts that must be made in addressing the differences arising from the determination of the cost of production of Fresh Fruit Bunches (FFB) based on government regulations, oil palm growers and the company / plantation, if there is no win-win solution. As well as analyzing in terms of the downstream of the obligations of entrepreneurs / plantations, which they must pay so far from the time of the operation from purchase to sale.

Further research on the value chain analysis of the palm oil commodity industry in South Kalimantan, (Dahniar, et.al, 2016) obtained the following results:

In terms of upstream. Efforts that must be made in responding to differences arising from the determination of the cost of production of Fresh Fruit Bunches (FFB) based on government regulations, oil palm growers and companies / plantations, if there is no win-win solution, it must always refer to Government Regulations A joint agreement has been made with no: 14 / Permentan / OT.140 / 2/2013 regarding guidelines for determining the purchase price of oil palm FFB for plantation production not unilaterally determined by oil palm collectors and industry, which will certainly be very detrimental to one party. that is the important role of the Government.

In terms of downstream. Obligations of oil palm entrepreneurs / plantations, which they have to pay so far at the time of operation, from the purchase to the sale of FFB prices in accordance with Government Regulation No: 8 article 13 of 2013 concerning guidelines for buying and selling FFB prices with oil palm. With this permanent partnership it is expected that there will be a common perception between smallholders and independent farmers, entrepreneurs and the government in enforcing pricing and tax obligations that must be met.

The latest research related to the palm oil industry conducted on the Analysis of the Marketing Strategy of Palm Oil (CPO) at PT. Gawi Makmur Banjarmasin, South Kalimantan (Dahniar., Et.al, 2017), showed that: Internal factors that were the strength of PT. Gawi Makmur Kalimantan were; joint marketing system / joint venture with the CPO pricing mechanism through the auction / tender system, the quality and excellence of CPO which was marketed by the company's vision and mission, service to customers, marketing network. The weak factor is the promotion of product development and innovation run by the company is not optimal. External factors that become opportunities were; The potential of the Indonesian CPO industry was still very large, demand and the CPO market continues to increase. Threat factor; fluctuations in global economic conditions, the issue of global warming, black campaigns regarding palm oil / CPO.

1. The formulation of the strategy was in the quadrant position "V" means to keep and maintain (hold and maintain) to improve and develop market strategies.
2. Marketing priority strategies were sorted:
 - a. Development of the CPO market based on ICT / Information Communication Technology.
 - b. Develop marketing research.
 - c. Improve services through Customer Relationship Management

Based on the problems in the background and from several studies that have been conducted, the researchers are interested in conducting and examining more in research on how to determine the price of Fresh Fruit Bunches (TBS), both from calculations done by farmers / planters and which are calculated based on Permentan on Industry Palm Oil Commodity at PT. Gawi Makmur Kalimantan Banjarmasin South Kalimantan.

2. MATERIALS AND METHODS

Data collection methods used in this study consisted of: (1) Field research (field research), through observation (observations) on local company respondents, with: interviews and questionnaires and (2) library research (library research) .

The sample are 11 (eleven) palm oil companies, that has a Plantation Business License (SIUP) in the Banjarmasin region. Therefore the determination of the sample is done deliberately (purposive) in accordance with research needs.

The sampling criteria are:

1. Existing regional / district / city government has oil palm plantations.
2. Palm oil companies / plantations have cross-regional licenses issued by the Integrated Services and Licensing Office.
3. Companies that are members of the Indonesian Oil Palms Entrepreneurs Association.
4. Companies that have oil palm plantations
5. A company that has a Crude Palm Oil (CPO) factory and at the same time has a refinery plant.

Based on the sampling criteria, a minimum sample of 1 (one) company, namely PT. Gawi Makmur Kalimantan is the only one that sells Palm Kernel in South Kalimantan.

Based on the above criteria, a minimum sample of 1 (one) company, namely PT. Gawi Makmur Kalimantan is the only one that sells Palm Kernel in South Kalimantan.

Data analysis techniques are in accordance with the setting of the price of Fresh Fruit Bunches through Permentan Number 14 / Permentan / OT.140 / 2/2013, as for the formula used for the calculation: $HTBS = K (HCPO \times RCPO + HIS \times RIS)$

Details:

1. **HTBS** = Price of Fresh Fruit Bunches (FFB)
2. **K** = Index K
3. **HCPO** = Average Price of CPO
4. **RCPO** = Yield of CPO
5. **HIS** = Price of Palm Kernel
6. **RIS** = Yield of Palm Kernel

3. RESULTS AND DISCUSSIONS

Analysis of Price of Fresh Fruit Bunches

Cost Prices of FFB are all costs incurred to produce 1 kg of FFB by sharing the total production costs per year (Rp) with total production per year (kg), then influenced by a decrease or increase in total costs and total production of FFB each the year.

Factors that determine the cost of oil palm fruit bunches in PT Gawi Makmur Kalimantan are:

Cost included in fixed costs :

- a. labor costs
- b. maintenance costs for fixed assets
- c. office costs
- d. security cost
- e. welfare costs

Cost of Production (COGS): Compares the total cost of production with the cost of production

The entrepreneurs / oil palm plantations are required to meet various conditions to get a complete permit in the business. In terms of oil palm farmers, they can be categorized into 2 (two) large groups namely plasma farmers and independent farmers, that have many problems faced, one of them in calculating the price of production which is a guideline in determining the selling price of Fresh Fruit Bunches (FFB). For plasma farmers and independent farmers, to sell their crop yields they almost do not have a good bargaining power (no bargaining power) so they are in a weak position. Local government policy in determining the price of FFB has not clearly revealed the cost component that is calculated to calculate the price of FFB.

The role of the Government is very supportive for oil palm plantations which have developed rapidly nowadays, because they are the lungs of the ecosystem. Palm oil or known by the Latin name *Elaeisguineensis* is an agro-industrial plant that can be used as cooking oil for cooking, industry, cosmetics and as a fuel, each of which is processed differently by the company.

Cost Components included in the Calculation of Cost of Production

The calculation of the cost of production uses the cost of processing (Process Cost Method), which is that all costs during the production process collected or each period, which covers one month, one quarter or one year. Production costs consist of direct costs and indirect costs incurred in the Business Unit and grouped several cost components include:

a. Plant maintenance costs

Salary of plant energy, Maintenance of roads, bridges and waterways, Eradication of pests and diseases, and Fertilizing.

b. Harvest costs

Salary of harvest labor, Harvest premiums, The use of materials and harvesting tools, and Transportation to Factory

c. Processing costs

Salary for processing power, The use of materials and processing equipment, Maintenance of the factory, and Insurance.

d. Cost of purchasing raw materials

Purchase of raw materials (TBS), and Transportation of raw materials

e. Indirect costs

General Business Unit costs are allocated to production (plant and processing) costs based on realized exploitation costs

f. Depreciation costs for fixed assets of Business Units

Some of the products of PT. Gawi Makmur Kalimantan:

1. Palm Oil (PO)

2. Palm Kernel (PK)

3. Palm Kernel Oil (PKO)

4. Palm Kernel Cake (PKC)

Each type of palm oil product which is processed into a joint product must be determined and its cost price assessed.

In calculating the cost of derived products (palm oil, palm kernel, palm kernel oil, palm kernel cake) the allocation of the charge is based on the calculation of the relative selling price.

Calculation of the allocation of production costs together with oil palm commodities, namely:

- Palm oil production costs
- Palm kernel production costs
- Production costs of Palm Kernel Oil
- Production costs of Palm Kernel Cake

While the price determination of Fresh Fruit Bunches (FFB) is determined based on the determination system according to government regulation no: 14 / Permentan / OT.140 / 2/2013 concerning guidelines for determining the purchase price of oil palm FFB of plantation production. The price of oil palm consistently correlates with the CPO price, this can occur because the FFB price setting does refer to the CPO price. The increase in CPO and FFB prices shows the price that the price value received by oil palm farmers (FFB prices) can be said to be higher than the price value obtained by CPO producers and CPO prices (Rachman, 2005). The amount of costs and income that will be obtained is very dependent on land, material and equipment prices and labor costs. Farming is a production activity, where the role of inputs in producing output is a major concern. The role of inputs is not only seen from the type and availability in a timely manner, but also in terms of the efficient use of these factors (Amang, 1995).

This condition must be followed by an increase in the quality of FFB produced. The quality of this palm oil FFB will greatly affect the quality of palm oil or crude palm oil (CPO) and the quality of palm kernel oil (PKO) produced from the processing of FFB. Things that must be considered starting from the process of good cultivation (Good Agriculture Practices / GAP), the process of harvesting (Good Handling Practices / GHP) and the process of good processing (Good Manufacturing Practices / GMP). This good FFB product will greatly affect the value of oil palm yields. Many factors can affect yield, including plant varieties, crop maintenance, quality and harvesting procedures for FFB, transportation and processing in the factory.

The main product of palm oil is fresh fruit bunches. This product is processed in a palm oil mill for oil and essence. Processing fresh fruit bunches into good quality crude palm oil and kernels is the main goal of processing. To get good quality CPO, processing is carried out according to certain stages with a number of processing requirements in accordance with the GAP and GMP that have been determined from the field up to the final process. Determination of the price of Fresh Fruit Bunches can be seen in Table 5.1 :

FFB Price Determination for October 2018 Period

No.	Plant Age	Price of TBS (Rp.)
1.	3 years	1,428
2.	4 years	1,598
3.	5 years	1,729

4.	6 years	1,789
5.	7 years	1,881
6.	8 years	1,924
7.	9 years	1,955
8.	10 years	2,011
9.	11 years	2,012
10.	12 years	2,012
11.	13 years	2,013
12.	≥14 years	2,014

Source : Plantation Office Banjarbaru 2018

Based on Table 5.1 , it can be seen that the price of oil palm Fresh Fruit Bunches (FFB) is determined by the length of planting age and the level of maturity of the oil palm fruit, where the older the age of planting oil palm, the higher the price of FFB. Another thing that determines the price of FFB is the yield value. To get a high yield value, one factor that must be considered is the maintenance of oil palm plants. An understanding of GAP (Good Agriculture Practices) is very necessary for farmers to be able to produce high quality palm fruit.

4. CONCLUSION

The results of this study can be concluded

1. Cost Components included in the calculation of TBP COGS:

- a. Plant maintenance costs
- b. Harvest costs
- c. Processing fee
- d. Cost of purchasing raw materials
- e. Indirect costs
- f. Unit depreciation costs

2. The difference in the calculation of the cost component of farmers only compares the total cost of production with the price of production, while the calculation of Government Regulation is based on Permentan Number 14 / Permentan / OT.14 / 2/2013.

3. Efforts that must be made in responding to differences arising from the determination of the cost of FFB production based on government regulations of oil palm growers and companies or plantations if there is no win-win solution are: there is a guarantee of transparency from the sale of both export and local sales. The document of volume, price and cost should be valid, so that the data are not presented unilaterally but is known y all parties / audiences.

REFERENCES

- [1] Amir, Taufik. 2005, *Dinamika Pemasaran*, Jakarta : PT Raja Grafindo
- [2] Assauri, Sofjan, 2007. *Manajemen Pemasaran. Dasar, Konsep, dan Strategi*. Jakarta ; PT Raja Grafindo Persada
- [3] Dahniar, Akhid Yulianto. , 2017., *Analisis Strategi Pemasaran Minyak Kelapa Sawit (CPO) Pada PT. Gawi Makmur Banjarmasin Kalimantan Selatan*
- [4] Dahniar, Rano Wijaya, Arief Budiman., 2016., *Analisis Rantai Nilai (Value Chain) Industri Komoditi Kelapa Sawit di Kalimantan Selatan*
- [5] Dahniar, Nurfatihah-,2011., *Analisis Kebijakan Anggaran Pendapatan dan Belanja Daerah (APBD) Kabupaten Tabalong dalam Peningkatan Kesejahteraan Masyarakat Miskin*. Banjarmasin, Universitas Lambung Mangkurat.
- [6] David, Fred R, 2006.,*Strategic Management*, Edisi Ke-10 Jakarta :SalembaEmpat.
- [7] Darise, Nurlan., 2009. *Akuntansi Sektor Publik*, Jakarta, Salemba Empat.
- [8] Departemen Perindustrian, 2007, *Gambaran Sekilas Industri Minyak Kelapa Sawit*, Departemen Perindustrian
- [9] Friska S., 2010. *Value Chain Analysis (Analisis Rantai Nilai) Untuk Keunggulan Kompetitif Melalui Keunggulan Biaya*, USU Medan, *Jurnal Ekonomi* Volume 13 No. 1.
- [10] Gumbira, Said danHariztIntan. 2004, *Manajemen Agribisnis*. (Jakarta :Ghalia Indonesia.
- [11] Hansen Mowen 2006 *Akuntansi Biaya (terjemahan)*, Jakarta, Salemba Empat.
- [12] Kotler, Philip dan Gary Amstrong 2004, *Dasar-Dasar Pemasaran*. Jilid I Edisi Kesembilan Jakarta : PT Indeks
- [13] Mulyadi, 2007. *Akuntansi Biaya*, Jakarta, Salemba Empat.
- [14] McMillan, James H., & Sally Schumacher. 2001. *Research In Education a Conceptual Introduction*. 5th Edition. New York: Addison Wesley Longmen Inc.
- [15] Nur Fatiah dan Dahniar, 2014. *Peranan Perusahaan Agribisnis Dalam Rangka Meningkatkan Pendapatan Asli Daerah (PAD) Di Provinsi Kalimantan Selatan (Perbandingan Pendapatan Pemerintah Pusat dan Daerah)*, Banjarmasin. Universitas Lambung Mangkurat.
- [16] Pahan, Iyung, 2008. *Panduan Lengkap Kelapa Sawit :Manajemen Agribisnis Dari Hulu Hingga Hilir*, Cet-4 Jakarta : Penebar Swadaya.
- [17] Pears and Robinson, 2009. *Theory of Value Chain*, Singapore, Prentice Hall.
- [18] Peraturan Menteri Pertanian Nomor 14 / Permentan / OT.140/2/2013

- [19] Palm Oil Agribusiness Strategic Policy Institute, 2016 Mitos VS Fakta Industri Minyak Sawit Indonesia Dalam Isu Sosial, Ekonomi dan Lingkungan Global, Edisi Kedua, Bogor.
- [20] Republik Indonesia, Undang-Undang Nomor 28 Tahun 2009 Tentang Pajak Daerah dan Retribusi Daerah.
- [21]-----, Undang-Undang Nomor 33Tahun 2004, Jakarta.
- [22] Sekaran, Uma. 2009. **Metode Penelitian untuk Bisnis**, Edisi 4 Buku 1 & 2. Jakarta, Salemba Empat.
- [23] Shank dan Govindarajan, 2000*Theory of Value Chain*, Singapore, Prentice Hall.
- [24] Supriyono 2003 **Akuntansi Biaya**, Jakarta, Salemba Empat.
- [25] Swastha, Basudan Ibnu Sukotjo. 2002, Pengantar Bisnis Modern (Pengantar Ekonomi Perusahaan Modern). Edisi ketiga Yogyakarta ; Liberty Yogyakarta.
- [26] Womack, Jones et.al, 1990 *Theory of Value Chain*, Jakarta, Prentice Hall.