Aligning Competencies: Mapping Administrative Management Occupations to Industry Demands within the Indonesian Qualification Framework

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Abstract

This study focuses on developing an occupation map for administrative management within the framework of the Indonesian Qualification Framework (IQF). Using a qualitative research approach, the study employs the Rapid Assessment Process (RAP) and document analysis to systematically map administrative roles across IQF levels, from entry-level positions to strategic leadership roles. The resulting occupation map highlights clear pathways for career progression, aligning job roles with the competencies required by industry. The findings reveal significant gaps between industry demands and current education and training programs, particularly in advanced analytical, interdisciplinary, and practical skills. The study emphasizes the need for curriculum redesign tailored to competency-based learning, integration of modern technologies, and stronger collaborations between education and industry. Additionally, it underscores the importance of soft skills such as communication, teamwork, and problem-solving to enhance workforce adaptability in dynamic environments. The occupation map serves as a strategic tool for aligning education and training with industry needs, fostering a competitive, adaptable, and globally competent workforce.

Keywords: administrative management, competency standards, career pathways, Indonesian Qualification Framework (IQF), occupation mapping, workforce development.

INTRODUCTION

Administrative management plays a crucial role in enhancing productivity within industries by streamlining processes, optimizing time management, supporting core operations, and fostering resource efficiency. It also enhances collaboration, reduces errors, ensures effective performance measurement, and provides strategic support. Cubas (2024) highlights the importance of administrative management in process simplification, which directly contributes to operational efficiency. Similarly, Monferdini & Bottani (2024) emphasize the pivotal role of effective change management, noting that inefficiencies in administrative processes can significantly impact customer experience.

The alignment between education, training, and industry needs is critical in ensuring the relevance and effectiveness of these systems, which in turn contribute to the development of human resources. Firman Alamsyah & Hartono (2023) emphasize the importance of robust

collaboration between educational institutions and industries, underscoring its role in developing a workforce that is aligned with the needs of the labor market. Du & Ji (2024) similarly stress the integration of real-world projects and industry collaboration in applied talent training to maintain relevance and effectiveness. Furthermore, Rapatan & Juevesa (2020) support this by noting that aligning educational curricula with industry needs ensures that graduates are better prepared for real-world challenges, which improves their employability.

National Qualification Framework (NQF) serves as a nationally recognized labor competency qualification classification system, playing a pivotal role in human resource development by aligning competencies with industry needs, standardizing qualifications, and integrating education with the workforce. It facilitates career development, encourages mobility, and enhances the recognition of qualifications, while reforming curricula and improving workforce competitiveness. Bateman & Coles (2021) highlight how national qualification frameworks align learning outcomes with workforce demands, creating a unified system that integrates educational pathways with industry-specific competencies, thereby facilitating workforce mobility and career advancement.

Occupation Mapping plays a crucial role in creating synergies between the needs of industry, education, and training by ensuring that human resources are equipped with relevant skills. It facilitates career development and enhances the competitiveness of the Indonesian workforce in both domestic and global markets. Surono et al. (2024) emphasize that mapping qualifications and competencies not only ensures workforce readiness but also facilitates career progression and boosts competitiveness across various markets. Similarly, Cedefop (2017) highlights the role of national qualification frameworks in fostering standardization, enabling mobility and recognition, and supporting career development and global market competitiveness.

Competency standards serve as the foundation for aligning industry, education, and training, ensuring that workforce competencies meet industry needs while enhancing productivity, efficiency, and quality. These standards guide the design of competency-based curricula, support certification processes, facilitate workforce mobility, and increase competitiveness by promoting continuous improvement and accountability. Yudistira (2022) underscores the importance of competency standards (SKKNI), developed collaboratively by government, industry, and academia, to address industry-relevant demands. Wong (2020) emphasizes that competency standards act as benchmarks for assessing and ensuring human resource quality, focusing on both technical and behavioral skills.

In future research, it would be valuable to explore additional factors that may influence the alignment between education, training, and industry needs, as well as investigate the specific challenges and opportunities in implementing NQF and Occupation Mapping in Indonesia. Additionally, further studies could examine how different industries utilize these frameworks to ensure that the workforce is adequately prepared for changing market demands (Mittal et al., 2018).

RESEARCH METHODS

This study adopts a qualitative research design using the Rapid Assessment Process (RAP) framework, as outlined by Beebe (2024). The RAP framework was implemented through three main phases: (1) stakeholder interviews, (2) document analysis of IQF guidelines, and (3) iterative validation workshops with industry and education representatives. Stakeholders involved in this process included industry leaders, education practitioners, and policy-makers, each contributing valuable perspectives that shaped the research process. Their involvement was crucial in ensuring the research addressed real-world needs and aligned with current practices.

Data triangulation was achieved by combining insights from stakeholder interviews, analysis of IQF documents, and observations of administrative management practices in selected industries. This multi-source approach enhanced the validity of the findings, as it allowed for cross-referencing and verifying information from different angles. The RAP framework was chosen for its ability to provide rapid yet comprehensive insights into complex issues, making it particularly suitable for exploring the alignment between administrative management competencies and industry demands within the IQF.

RESULT AND DISCUSSION

The results of this study highlight the critical alignment between administrative management occupations and industry demands within the framework of the Indonesian Qualification Framework (IQF) (Wardhana et al., 2024). Through systematic mapping, key gaps, opportunities, and actionable insights were identified to enhance competency alignment and workforce readiness. Mapping of Administrative Management Occupations

Table 1 presents a hierarchical framework of administrative management occupations mapped across IQF Levels 1 to 9, illustrating a clear progression from entry-level roles, such as Office Assistant and Typist, to strategic leadership positions, including President Director and Lead-Expert of Administration Management.

Table 1. Map Of Occupation for Administration Management Within National Qualification Framework

IQF LEVEL	OCCUPATIONS
IX	President Director, Lead-Expert of Administration Management.
VIII	Administrative Services Director, General Manager, Senior Policy Analyst, Senior Systems Administrator.
VII	Chief Administrative Officer (CAO), Corporate Secretary, Management and Organizational Analyst, Strategic Management Specialist.
VI	Executive Administrative Assistant, Organization and Methods Analyst, Administrative Management Consultant, Policy Analyst, Strategic Management Officer.

IQF LEVEL	OCCUPATIONS
V	Senior Secretary, Secretary for Board of Director, Head of Project Administration, Administrative Supervisor, Data Entry Supervisor, Archivist Supervisor, Personnel Supervisor.
IV	Administrative Assistant, IT Support Technician.
III	Junior Administrative Assistant, Junior Secretary, General Office Clerk, Assistant Correspondent, Administration Personnel.
II	Receptionist, Office Administrative, General Office Personnel, Word Processing Machine Operator, Stenographer, Speed Typist, Data Entry Operator, Payment Entry Officer.
I	Office Assistant (Entry-Level), Typist.

Table 2 highlights the competencies required for IQF Level 9 administrative management occupations, focusing on strategic leadership roles such as President Director and Lead-Expert of Administration Management.

Table 2. Occupation map and its competence in Administration Management Occupations within IQF level 9

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
1. **President Director:** The highest-ranking executive responsible for overseeing the overall operations and strategic direction of the company, ensuring its goals and objectives are met.	• Lead the development and implementation of the organization's vision, mission, and strategic plans. • Oversee all operations and business activities to ensure they align with overall strategy and objectives. • Manage relationships with stakeholders, including shareholders, clients, and regulatory bodies. • Evaluate the organization's performance and address challenges to ensure growth and profitability. • Set corporate policies and ensure compliance with laws and regulations. • Represent the organization in high-level negotiations and public functions. • Direct senior management teams to optimize efficiency and operational excellence. • Lead research and development of administrative management.
2. **Lead-Expert of Administration Management:** A senior professional specializing in optimizing administrative systems	• Develop and implement advanced administrative strategies and policies. • Oversee the performance of administrative teams and ensure operational excellence. • Optimize workflows and resource allocation for maximum efficiency.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
and processes to enhance organizational efficiency and strategic alignment.	• Advise senior management on administrative best practices and improvements. • Ensure compliance with legal, regulatory, and organizational standards. • Mentor administrative staff to build capacity and drive professional development. • Analyze administrative trends and provide insights for strategic planning. • Lead research and development of administrative management.

Table 3 outlines the competencies required for IQF Level 8 administrative management occupations, which include Administrative Services Director, General Manager, Senior Policy Analyst, and Senior Systems Administrator.

Table 3. Occupation map and its competence in Administration Management Occupations within IQF level 8

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
1. **Administrative Services Director:** is a senior who is responsible for overseeing the administrative functions of the organization.	• Ensuring all administrative processes run smoothly. • Develop and manage the budget of the administrative department. • Developing a strategic plan for the administrative department. • Recruit, train, and supervise administrative stf. • Ensure that the organization's facilities and equipment are in good condition. • Ensuring compliance with all applicable regulations and legal policies. • Manage specific projects that support the organization's goals. • Develop and implement new policies and procedures. • Manage research and development of administrative management.
2. **General Manager:** A senior executive responsible for overseeing the daily operations and strategic direction of a department or organization to ensure	• Plan and implement strategies to achieve organizational goals. • Oversee daily operations to ensure efficiency and productivity. • Manage budgets, resources, and financial performance. • Lead and motivate teams to meet performance standards. • Ensure compliance with company policies and regulatory requirements. • Develop and maintain relationships with stakeholders, clients, and partners.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
business objectives are achieved.	• Evaluate business performance and identify opportunities for improvement. • Manage research and development of administrative management.
3. **Senior Policy Analyst:** is a professional who is responsible for analyzing, developing, and recommending policies for organizations or governments.	• Analyze existing or proposed policies in-depth. • Develop policy recommendations based on data and evidence. • Prepare clear and comprehensive reports and briefings for stakeholders. • Participate in meetings and policy discussions with stakeholders. • Monitor and implement policies to ensure their effectiveness. • Collaborate with experts to develop effective policies. • Manage specialized research projects for policy development. • Innovate new analysis tools and methods to enhance policy analysis quality. • Manage research and development of administrative management.
4. **Senior Systems Administrator:** is responsible for managing, maintaining, and ensuring the availability, reliability, and security of an organization's information technology (IT) infrastructure.	• Maintain operating systems, servers, networks, and hardware. • Implement IT security policies to protect data and systems. • Diagnose and fix technical issues in systems and networks. • Monitor system and network performance for reliability. • Ensure data integrity with backup and recovery systems. • Update software and firmware for systems and procedures. • Compile documentation for operational systems and procedures. • Develop IT policies and procedures. • Manage special projects, like system migrations or new technology implementations. • Manage research and development of administrative management.

Table 4 highlights the competencies required for IQF Level 7 occupations in administrative management, focusing on roles such as Corporate Secretary, Management and Organizational Analyst, and Chief Administrative Officer (CAO).

Table 4. Occupation map and its competence in Administration Management Occupations within IQF level 7

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
1. **Corporate Secretary:** is a senior officer who is responsible for ensuring that the company complies with all regulations and legal requirements.	• Ensure compliance with all applicable laws and regulations. • Manage important company documents, including minutes and reports. • Organize board meetings, committees, and shareholder meetings. • Facilitate communication between the board, management, and shareholders. • Advise the board and management on legal and governance matters. • Prepare reports for the board and shareholders. • Identify and manage legal and compliance risks. • Update company policies and procedures. • Manage the company's response to legal or compliance crises. • Conduct research and development of administrative management.
2. **Management and Organizational Analyst:** is a professional who analyzes the organizational structure, operations, and procedures of the company to identify areas that need improvement.	• Assess the organizational structure for improvement areas. • Evaluate operational processes and procedures for efficiency. • Develop recommendations from data analysis for operational improvement. • Monitor the implementation of recommendations for effectiveness. • Collaborate with management and staff to implement changes. • Prepare a report detailing findings and recommendations for management. • Formulate new policies and procedures based on data analysis. • Manage the change process to ensure smooth transitions. • Benchmark against industry best practices for improvement identification. • Conduct research and development of administrative management.
3. **Chief Administrative Officer:** is a senio executive who is responsible for overseeing and managing the day-to-day administrative operations within an organization.	• Oversee all administrative functions for efficiency and effectiveness. • Implement policies and procedures to improve operations. • Manage administrative teams, including recruitment, training, and evaluation. • Make strategic decisions aligned with organizational goals. • Manage the department's budget and resource use efficiently. • Coordinate with senior executives to align company operations. • Ensure compliance with all relevant rules and regulations. • Compile performance reports for the board or stakeholders.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
	• Encourage innovation in administrative processes for improved efficiency. • Manage policy responses to crises or regulatory changes. • Conduct research and development of administrative management.
4. **Strategic Management Specialist,** adalah profesional yang menganalisis, merancang, dan mengoptimalkan strategi bisnis berbasis data untuk mendukung pengambilan keputusan eksekutif.	• Providing Strategic Insights and Business Intelligence • Advanced External Environment Analysis • Advanced Internal Environment Analysis • Strategic Planning and Scenario Analysis • Developing and Optimizing Business Strategies • Leading Strategy Implementation and Change Management • Strategic Risk Assessment and Mitigation • Evaluating and Measuring Strategy Performance • Developing Organizational Strategic Capability • Integrating Sustainability and ESG Principles in Strategy

Table 5 highlights the competencies required for IQF Level 6 administrative management occupations, encompassing roles such as Executive Administrative Assistant, Organization and Methods Analyst, Management Consultant, and Policy Analyst.

Table 5. Occupation map and its competence in Administration Management Occupations within IQF level 6

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
1. **Executive Administrative Assistant** is a high-level professional in the administrative field who has more complex responsibilities as an administrative assistant to provide high-level support to executives in an organization.	• Manage executive boards, organize meetings, and coordinate travel plans including bookings and itineraries. • Handle communications for executives, act as a liaison, and organize correspondence. • Organize meetings, create agendas, draft materials, take minutes, and ensure follow-up on action items. • Prepare and edit reports, presentations, and documents, including research and data compilation. • Assist in project management, track progress, coordinate teams, and manage budgets and resources. • Oversee office functions, maintain supplies, manage equipment, and coordinate facilities. • Manage the department's budget and monitor expenditures. • Provide administrative support for organizational events and meetings as needed.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
2. **Organization and Methods Analyst** is a professional who is responsible for analyzing, designing, and implementing organizational methods and procedures to improve operational efficiency, effectiveness, and productivity.	• Analyze organizational processes to identify improvement areas. • Develop and document new or updated operational procedures. • Create flowcharts and process maps to visualize workflows. • Evaluate information management systems for suitability with business needs. • Compile reports and recommend process improvements with cost-benefit analysis. • Coordinate and monitor the implementation of changes. • Train staff on new or updated procedures. • Monitor the impact and evaluate the effectiveness of implemented changes. • Conduct internal audits to ensure compliance and evaluate effectiveness. • Assess and manage risks associated with procedural and systemic changes.
3. **Management Consultant:** is a professional who is responsible for providing expert advice to organizations to improve their performance.	• Assess the current state of business processes and identify improvement opportunities. • Develop strategies and action plans to enhance business performance. • Analyze data from various sources to provide in-depth market insights. • Compile and recommend improvements based on thorough analysis. • Assist clients in implementing solutions and monitor progress. • Manage consulting projects to ensure objectives are met on time and within budget. • Train client staff to facilitate smooth adaptation to changes. • Evaluate organizational performance post-implementation and provide feedback. • Conduct internal audits to verify compliance and evaluate effectiveness. • Assess and manage risks associated with procedural and systemic changes.
4. **Policy Analyst:** is a professional who is responsible for researching, analyzing, and evaluating public policy issues and	• Research policy issues in-depth, collecting and analyzing data and studies. • Develop policy recommendations based on thorough analysis and evidence. • Evaluate existing policies to assess effectiveness and identify improvements.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
developing recommendations for the improvement or implementation of new policies.	• Prepare reports presenting research findings and recommendations persuasively. • Collaborate with policymakers and stakeholders to develop and promote policies. • Advocate for policies through media, presentations, and meetings. • Monitor policy implementation and conduct impact evaluations. • Assist in budgeting for policy implementation and evaluation. • Attend policy-related conferences and seminars to update professional knowledge and networks.
5. **Strategic Management Officer (SMO),** is a professional responsible for developing, implementing, and evaluating business strategies to ensure the sustainability and competitiveness of the organization.	• Promoting the importance of strategic management in business management. • External environment analysis in strategic management. • Internal environment analysis in strategic management. • Formulate strategies in strategic management. • Strategy implementation in strategic management. • Evaluation and control of strategies in strategic management.

Table 6 outlines the competencies for administrative management occupations at IQF Level 5, focusing on roles such as Senior Secretary, Secretary for Board of Directors, Head of Project Administration, Administrative Supervisor, Data Entry Supervisor, Archivist Supervisor, and Personnel Supervisor.

Table 6. Occupation map and its competence in Administration Management Occupations within IQF level 5

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
1. **Senior Secretary** is a secretary who has a higher responsibility and role compared to the secretary in general.	• Manage the day-to-day operations of the office, including scheduling and archiving. • Support upper-level executives with administrative tasks like report drafting and meeting coordination. • Oversee special projects and administrative functions. • Train and supervise junior secretaries and administrative staff. • Organize business trips, corporate events, and meetings. • Maintain the smooth running of daily administration. • Provide administrative support for organizational events and meetings.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
2. **Secretary for Board of Directors:** is a professional who is responsible for supporting the company's directors, directors and executives in various administrative and operational tasks.	- Coordinate the board of directors' schedule for meetings and official trips. - Manage important company documents and archives. - Communicate information between the board and all parties. - Prepare meeting agendas, presentations, and minutes. - Compile correspondence reports and handle administrative tasks. - Maintain the smooth operation of daily administration. - Support organizational events and meetings as needed.
3. **Head of Project Administration:** is a professional who is responsible for the management and supervision of the administrative aspects of a project.	- Organize work plans, project schedules, and resources for execution. - Manage project budgets and monitor expenditures to stay within limits. - Handle all project documentation, including contracts and reports. - Coordinate with teams to clarify duties and responsibilities. - Prepare and report regular project progress, offering recommendations as needed. - Maintain communication among all project parties, including clients and contractors. - Address administrative issues during project execution. - Ensure administrative smoothness throughout the project. - Provide administrative support for events or meetings as required by the project.
4. **Administrative Supervisor:** is a professional who is responsible for supervising and coordinating administrative activities in an organization at a higher level.	- Optimize office systems and procedures for operational efficiency. - Supervise and coordinate administrative staff, including task division and performance appraisals. - Manage all administrative documents and records for accessibility. - Train administrative staff to enhance skills and efficiency. - Manage the administrative department's budget and resource use. - Provide reports, analyses, and data for management decision-making. - Resolve administrative issues with effective solutions. - Maintain the smooth operation of daily administration. - Support organizational events and meetings as needed.
5. **Data Entry Supervisor:** is a professional who is	Coordinate the work of data entry staff, including task division and performance appraisal.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
responsible for supervising and coordinating the activities of the data entry team in an organization to ensure data integrity and security and support management by providing reports and data analysis.	• Ensure the accuracy and completeness of data entered into the system. • Maintain data entry systems and procedures for operational efficiency. • Train data entry staff to improve skills and efficiency. • Provide reports and data analysis for management. • Address data problems and implement corrective actions. • Manage the organization's database to ensure data is properly stored and accessible. • Maintain the smooth operation of daily administration.
6. **ARCHIVIST SUPERVISOR:** is a professional who is responsible for supervising the management and preservation of historical documents, records, and other archival materials.	• Manage a team of archivists, technicians, and support staff. • Develop procedural policies for managing archival materials. • Acquire new materials to enrich the archive collection. • Implement conservation strategies to protect archival materials. • Facilitate access to archival materials for various users. • Prepare budgets and manage financial resources for archival programs. • Use archival software and technology for cataloging and digitization. • Write grant proposals and secure funding for projects. • Train staff in the use of archival tools and systems.
7. **Personnel Supervisor:** is a professional who is responsible for supervising and managing human resource functions in an organization.	• Manage day-to-day office operations, including scheduling, correspondence, and archives. • Support upper-level executives with report drafting, meeting coordination, and communication. • Oversee special projects and administrative tasks. • Train and supervise junior secretaries and administrative staff. • Organize business trips, corporate events, and important meetings. • Maintain smooth daily administration. • Provide administrative support for organizational events and meetings as needed.

Table 7 highlights the competencies required for administrative management occupations at IQF Level 4, specifically focusing on Administrative Assistants and IT Support Technicians.

Table 7. Occupation map and its competence in Administration Management Occupations within IQF level 4

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
1. **Administrative Assistant:** is a professional who provides administrative and operational support to individuals, teams, or departments in an organization.	• Manage company documents, including compiling, archiving, and distributing. • Handle incoming and outgoing correspondence, calls, and packages. • Schedule meetings, appointments, and events to avoid conflicts. • Assist in preparing documents, reports, presentations, and manage databases. • Organize official travel and manage related expense reports. • Welcome and direct guests, managing the office waiting area. • Maintain smooth daily administration. • Provide administrative support for organizational events and meetings as needed.
2. **IT Support Technician:** is someone who provides technical assistance to users by troubleshooting hardware, software, and network issues, ensuring the smooth operation of IT systems.	• Resolve reported hardware, software, and network issues until systems function properly. • Support users directly with technical assistance and training. • Manage system updates, data backups, and network configurations, and monitor network performance. • Document and track user-reported incidents. • Implement IT policies according to existing procedures. • Facilitate the smooth operation of users' daily information systems. • Provide information system support for events or meetings as needed.

Table 8 presents the competencies required for administration management occupations at IQF Level 3, which include Junior Administrative Assistants, Junior Secretaries, General Office Clerks, Assistant Correspondents, and Administration Personnel.

Table 8. Occupation map and its competence in Administration Management Occupations within IQF level 3

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
1. **Junior Administrative Assistant:** is someone who is responsible for supporting administrative functions and daily administrative operations under the supervision of a supervisor or administrative manager.	• Maintain company documents and records for easy accessibility. • Handle correspondence, draft and send letters, and manage communications. • Manage office supplies and maintain facilities. • Assist in preparing documents, presentations, and reports, and support various departments. • Schedule meetings and appointments, ensuring no conflicts. • Maintain office information systems and utilize productivity software. • Organize business travel, including ticketing and hotel bookings. • Support organizational events and meetings.
2. **Junior Secretary:** is someone who is responsible for the duties of the secretary and the daily operations of the administration under the supervision of a supervisor or administrative manager.	• Organize and maintain company documents for accessibility. • Handle correspondence, including drafting, sending letters, and managing calls. • Manage office supplies and maintain facilities. • Assist in preparing documents, presentations, and reports, and support various departments. • Schedule meetings and appointments, ensuring no conflicts. • Maintain office information systems and utilize productivity software. • Organize business travel, including ticketing and hotel bookings. • Provide support for events or meetings in the organization.
3. **General Office Clerk:** is responsible for carrying out various administrative and operational tasks in an organization.	• Maintain company documents and records, including copying, scanning, and distributing as needed. • Handle phone calls and emails, providing information as needed. • Manage office supplies and facility maintenance. • Assist in preparing documents, presentations, and reports, and support various departments. • Schedule meetings and appointments, ensuring no conflicts. • Support daily administrative operations. • Provide administrative support for organizational events and meetings.
4. **Assistant Correspondent:** is a professional who supports the main correspondent in	• Research to support writing by gathering information from interviews, archives, and online sources. • Assist in writing and editing articles, news, or reports for clarity and accuracy. • Organize interviews, meetings, and events related to journalistic duties.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
collecting, compiling, and reporting news or information for mass media.	• Manage documents, records, and schedules for key correspondents to prevent conflicts. • Support correspondents in the field with logistics and equipment. • Collaborate with editors, photographers, and team members for quality news delivery. • Maintain administrative efficiency in journalism. • Provide administrative support for journalistic events and meetings.
5. **Administration personnel: is** someone related to the management of human resources in an organization.	• Maintain and update personnel information and keep employee records organized and accessible. • Manage the payroll process, including calculations, tax withholdings, and benefits. • Support the recruitment process from job posting to interview coordination. • Organize onboarding and training programs, ensuring participation. • Ensure HR policies comply with labor regulations and provide necessary documentation. • Arrange business travel logistics including ticketing and hotel bookings. • Provide administrative support for organizational events and meetings.

Table 9 presents the Occupation Map and Competencies for Administration Management Occupations at IQF Level 2, outlining roles that require a higher degree of responsibility and technical skills compared to entry-level positions.

Table 9. Occupation map and its competence in Administration Management Occupations within IQF level 2

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
1. **Receptionist**: is someone who is responsible for welcome, registering, providing information, and directing guests or visitors in an organization.	• Welcome all guests warmly, register their attendance, and inform about amenities. • Operate the telephone system, answer calls, and manage communications. • Manage guest records and front desk documentation. • Provide answers to common questions and direct guests appropriately. • Monitor the security of entry and exit points, including guest registration.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
	• Arrange schedules and rooms for meetings or activities. • Manage the receipt and delivery of mail or packages. • Support logistical needs for events or meetings in the organization.
2. Office Administrative: is someone who is responsible for helping ensure the smooth running of the day-to-day administrative operations in an office or company.	• Managing documents to ensure accessibility, accuracy, and organization. • Handling correspondence to support organizational communication. • Managing office resources to ensure the availability of supplies, facility maintenance, and the implementation of data security procedures. • Supporting executives to enhance work efficiency. • Managing financial records to ensure accurate documentation and budget monitoring. • Maintaining IT systems to improve productivity. • Ensuring office operations to maintain workflow efficiency and oversee logistical needs. • Organizing business travel to facilitate work mobility. • Supporting events and meetings to ensure the smooth execution of organizational activities.
3. Word Processing Machine Operator: is a professional person who is trained in using word processing machines or special typing software and is responsible for producing high-quality documents according to the instructions given.	• Type and organize letters, memos, and presentations. • Format documents according to established guidelines. • Manage office supplies and assist with facility arrangements. • Enter data into spreadsheets or databases. • Organize document files digitally or physically. • Assist with additional administrative tasks.
4. Stenographer: is someone who is trained in using a stenography machine for fast, accurate typing. that is specially designed, and has special codes called "strokes" or "chords".	• Draft letters, memos, and communications from drafts or recordings. • Prepare and send emails and documents to clients. • Manage office supplies and assist with facility arrangements. • Organize and correct documents according to specified formats and maintain archives. • Welcome and assist office visitors, answering their questions. • Enter data into databases and ensure accuracy. • Assist with administrative tasks using a stenography machine.
5. Speed Typist: is someone who is	• Draft letters, memos, and written communications from drafts or recordings.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
responsible for typing very quickly and accurately a document such as letters, reports, memos, and other materials from drafts, voice recordings or direct instructions.	• Prepare emails, documents, and communications for clients. • Manage office supplies and assist with facility arrangements. • Organize and correct documents and maintain archives for easy access. • Welcome and assist visitors, answering basic questions. • Enter data into databases accurately. • Assist with administrative tasks as needed. • Handle phone calls and greet visitors.
6. **Data Entry Operator:** is someone who is responsible for inputting, managing, and maintaining data in a computer system or database.	• Enter data into the database using specialized software. • Ensure accuracy and validate data for consistency and compliance. • Manage office supplies and assist with facility arrangements. • Update data to keep information current. • Maintain databases and provide regular backups. • Generate reports and provide necessary information. • Assist with administrative tasks as needed.
7. **Payment Entry Officer**: is someone who is responsible for recording, verifying, and managing payments in a company's financial system.	• Enter payment data into accounting systems accurately and promptly. • Verify transaction details for accuracy and correct any errors. • Store and organize payment documents for easy access. • Collaborate with finance and accounting departments to ensure smooth payment processes. • Generate payment reports and provide analysis for decision-making. • Ensure payment transactions comply with policies and regulations. • Assist with financial administrative tasks. • Support the smooth operation of the company's payment and finance system.

Table 10 presents the occupation map and competencies for Administration Management Occupations at IQF Level 1, highlighting entry-level roles that provide foundational administrative support in an organization.

Table 10. Occupation map and its competence in Administration Management Occupations within IQF level 1.

OCCUPATION AND ITS DESCRIPTION	COMPETENCE
1. **Office Assistant:** is someone at the beginner level who is responsible for carrying out basic office administration tasks under the guidance of more senior staff.	• Manage document archiving, organizing, copying, scanning, and submission. • Communicate by answering and directing calls and handling correspondence. • Ensure availability and organization of office supplies and facilities. • Prepare and distribute memos, letters, and documents. • Welcome and assist office visitors and answer their questions. • Maintain the smooth operation of office functions. • Provide administrative support for events and meetings.
2. **Typist:** is someone who is responsible for typing documents such as letters, reports, memos, and other materials from drafts, voice recordings or direct instructions.	• Draft letters, memos, and other communications from recordings or drafts. • Prepare and send emails and documents to clients. • Manage office supplies and assist with office arrangements. • Organize documents and archives for accessibility. • Welcome and assist office visitors and answer their questions. • Enter data into databases and maintain accuracy. • Handle phone calls and greet office visitors.

Bridging Competency Gaps

Occupational mapping and curriculum identification in vocational secondary and higher education reveal significant challenges in aligning educational outcomes with industry requirements (Chan et al., 2017). The absence of a comprehensive occupational map within the national qualifications framework has hindered the education and training sectors in defining clear learning outcomes. This misalignment manifests as notable gaps between the competencies demanded by industry and the focus of current educational and training programs. High-level roles at IQF Levels 8–9 require advanced analytical, leadership, and strategic planning skills, which are inadequately addressed in existing curricula. Similarly, mid-level roles at IQF Levels 5–7 necessitate interdisciplinary competencies, such as integrating IT proficiency with administrative expertise, but these skills are often taught in silos, leading to fragmented competencies. At the entry level, IQF Levels 1–3, a lack of practical training and operational readiness leaves graduates unprepared for immediate workforce integration (Soeiro et al., 2021).

Implications for Education and Training

To address the identified gaps in education and training, several critical interventions are necessary. Curriculum redesign should prioritize competency-based learning tailored to industry requirements, ensuring graduates acquire the skills demanded by the workforce. Boahin, (2018) underscores the importance of developing competency-based curricula to bridge the gap between education systems and industry needs, fostering learning that aligns with workforce demands. Similarly, Açıkgöz & Babadoğan, (2021) emphasize that competency-based education (CBE) involves structuring learning experiences around students' needs, ensuring curricula are designed

to facilitate the mastery of practical skills and competencies. Building on this, Marcotte & Gruppen, (2022) highlights the effectiveness of competency-based approaches in integrating learning and producing measurable outcomes that align with professional standards and requirements.

CONCLUSION

This study highlights the pivotal role of occupation mapping in aligning administrative management competencies with industry demands within the framework of the Indonesian Qualification Framework (IQF). By systematically mapping administrative roles across IQF levels, from entry-level to strategic leadership positions, the research identifies key gaps between industry-required skills and the current focus of educational and training programs. These gaps, particularly in advanced analytical, interdisciplinary, and practical competencies, underscore the need for comprehensive interventions in education and training. The findings emphasize that curriculum redesign must prioritize competency-based learning tailored to workforce needs. Technology integration is essential for equipping graduates with modern administrative tools and skills, while collaboration with industries ensures the alignment of training modules with real-world challenges. Additionally, soft skills such as communication, teamwork, and problem-solving must be emphasized to enhance adaptability in dynamic workplace environments. Occupation mapping also reveals the potential of the IQF to provide clear pathways for career advancement, standardize qualifications, and enhance workforce competitiveness. By bridging competency gaps through targeted curriculum adjustments, fostering industry-education partnerships, and emphasizing lifelong learning, this research advocates for a workforce that is not only job-ready but also capable of driving national and global competitiveness.

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