

IMPLEMENTATION OF MANAGEMENT FUNCTIONS IN THE CONGREGATIONAL DAWN PRAYER MOVEMENT PROGRAM BY THE INDONESIAN MOSQUE COUNCIL OF BINJAI CITY

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ABSTRACT

The Congregational Fajr Prayer Movement program implemented by the Indonesian Mosque Council of Binjai City is a religious initiative that aims to revive the spirit of the community in performing the Fajr worship in congregation. This research is carried out to find out how the management functions are applied to the Congregational Fajr Prayer Movement program by the Indonesian Mosque Council of Binjai City. This research uses qualitative methods and case study approaches. The data sources in this study consist of two data sources, namely primary data sources and secondary data sources. Primary data sources are carried out by interviews and observations of related parties in the Congregational Fajr Prayer Movement program and secondary data sources used from relevant documents. The results of the study show that the Congregational Dawn Prayer Movement Program implements management functions, such as planning, organizing, mobilizing, as well as supervision and evaluation. Even so, there are several problems, such as weak coordination in planning, mismatch of tasks and expertise in organization, the absence of a reward system that lowers motivation in mobilization, and lack of clarity at the supervision stage. The success of the program is highly dependent on strengthening coordination, adjusting tasks to competencies, implementing clear performance indicators, and developing a structured evaluation and sanction system. With this solution, it is hoped that the program will be more effective and the participation of pilgrims can increase sustainably.

Keywords: *Planning, Organizing, Mobilizing, Supervision, Management Function*

INTRODUCTION

Management, both from the perspective of practitioners and academics in Indonesia, can be understood as the art and science of planning, organizing, implementing, and controlling all resources owned by the organization. These resources include human, financial, physical, and information resources, all of which are geared towards achieving organizational goals effectively and efficiently (Robbins & Coulter, 2021). This understanding is often enriched by local wisdom values such as deliberation for consensus in decision-making, as well as the spirit of mutual cooperation in the implementation of duties (Sutrisno E, 2022)

In a special sense, management is often associated with leadership, which is the individual who carries out leadership activities in an organization. Management is an important aspect for various types of institutions, both government, schools, the private sector, and religious organizations. Management methods allow an organization to run in an organized, efficient, and aligned manner with the goals to be achieved. Management functions according to George R. Terry include: *planning, organizing, actuating*, and controlling (Syahputra et.al. 2023)

Planning a process determines the things you want to achieve (goals) in the future and determines the various stages needed to achieve those goals. Planning can also be defined as a coordinated activity to achieve a specific goal within a certain period of time. That way, in planning, there will be activities to test several directions of achievement, assess uncertainty, measure capacity, determine the direction of achievement, and determine steps to achieve it (Widyanto & Priyanti, 2023). In this stage, the manager maps out the steps to be taken taking into account the

various possibilities as well as the risks that may be faced. Organizing focuses on structuring activities and allocating responsibilities to individuals or teams in the organization to achieve efficiency (Iswardhani et, al. 2025). This includes the establishment of a work structure, the placement of resources, and the preparation of a work system so that all parts can move harmoniously. Actuating involves efforts to motivate and direct individuals to work voluntarily and effectively to achieve organizational goals (Rahmi et, al. 2024). This function emphasizes leadership that is able to inspire and empower all team members. Controlling is the process of ensuring that every operational activity runs in accordance with the standards and plans that have been set, as well as making corrections if necessary (Ayu et, al. 2024). Good oversight allows organizations to stay on track to achieve goals through periodic monitoring and evaluation.

Several previous studies have shown the importance of the application of management functions in supporting the success of religious programs. Research by (Wildan, A. 2023). which researches the Management of Tahfidz Learning Time in Improving the Quality of Santri's Al-Qur'an Memorization at the Nurmedina Islamic Boarding School in South Tangerang shows that careful planning and structured supervision can significantly increase the involvement of students. In a similar context, research (Gibran, M. G. 2024). about the Management of Religious Character Education of Students Through Religious Activity Programs at MAN 2 Yogyakarta.

Within this framework, the Congregational Fajr Prayer Movement Program implemented by the Indonesian Mosque Council as a religious organization has a strategic role in the management and implementation of religious programs, including the Congregational Fajr Prayer Movement.

According to (Suherman, U, 2024), the implementation of management functions such as planning, organizing, mobilizing, supervising, and evaluating is very important in the success of community-based social programs, the purpose of this program is to increase the spirit of the community in carrying out congregational dawn prayers and form an active and solid spiritual community. The implementation of this program requires comprehensive management ranging from planning, organizing, mobilizing, to supervision and evaluation. Based on initial findings, the implementation of management functions in this program still faces a number of obstacles that affect the effectiveness of the implementation of management functions.

In the planning aspect, even though strategies and activity agendas have been prepared, their implementation is often hampered by weak coordination between management, limited funds and supporting facilities, and the placement of responsibilities that do not consider individual competencies. As a result, the implementation of the program is not optimal and the initial goals are difficult to achieve comprehensively. In terms of organization, problems arise when tasks are not aligned with the abilities of the assigned member, thereby reducing work efficiency, creating potential internal conflicts, and slowing down the achievement of expected results. Furthermore, within the mobilization function, although various approaches have been implemented to encourage congregational engagement, the lack of clear benchmarks to assess its success leads to difficulties in measuring the real impact on morale and participation.

In addition, the inconsistency of methods and the absence of a structured reward system also reduce members' motivation to contribute. Meanwhile, in the supervision and evaluation function, the lack of a comprehensive performance appraisal system makes the monitoring process difficult, and the lack of clarity in the implementation of sanctions creates uncertainty in the enforcement of

discipline. Overall, these obstacles show the need to strengthen coordination aspects, adjust roles with expertise, prepare objective performance indicators, and develop a more systematic evaluation and enforcement system so that program implementation can run more optimally and sustainably. Therefore, it is important to conduct research for the Congregational Fajr Prayer Movement Program to form spiritual habits in the community. However, without good management, these goals are difficult to achieve optimally. This research is important to assess the effectiveness of program implementation, as well as uncover barriers that may not be directly visible. The results are expected to be not only beneficial for the implementation of the program in Binjai, but also can be a reference for other religious organizations in managing similar activities in a more targeted manner and understanding how to implement management functions, identify the problems faced, and formulate solutions.

METHODS

This study uses a qualitative approach with a case study method. This approach was chosen to gain a deep understanding of the application of management functions in the Congregational Fajr Prayer Movement program implemented by the Indonesian Mosque Council of Binjai City. Case studies allow researchers to explore in detail the context, processes, and dynamics that occur in the implementation of the program. Case studies are very important in understanding certain contexts, be it the existing context in the world of education, and social to explore the phenomenon in depth and holistically of a group or individual that is used as an object (Khimmateliev, Bkhriddinov's research, & Jumananazarova, 2021).

The data sources in this study consist of two types, namely primary data sources and secondary data sources. Primary data sources are primary sources that provide direct and relevant information to the research focus. In this study, the primary data source is the management of the Indonesian Mosque Council of Binjai City as a party directly involved in the implementation of the program. To collect primary data sources through interviews and direct observation. While secondary data sources are additional data sources in the form of books, magazines, tabloids, archives, or personal documents that are not directly obtained from the source, can be in the form of theories, developments, and hypotheses written by others who can be accounted for their truth. The secondary data sources of this study are official documents and reports issued by the Indonesian Mosque Council of Binjai City, records of mosque activities, worshipper attendance data, and relevant literature.

To obtain the required data sources in accordance with the above, it is carried out with the following techniques; a) Interview: This technique is used to obtain direct information from parties actively involved in the program such as the management of the Indonesian Mosque Council of Binjai City through semi-structured interviews to stay focused but flexible. b) Observation: This technique is used to conduct direct observation in a number of mosques that are the location of the Congregational Fajr Prayer Movement program. c) Documentation: This technique is used to collect various relevant written documents, such as the annual report of the Indonesian Mosque Council of Binjai City, program implementation guidelines, and literature on the management function in religious organizations.

RESULT AND DISCUSSION

Implementation of management functions in the Congregational Fajr Prayer Movement program

The implementation of the management function carried out by the Indonesian Mosque Council of Binjai City in the Congregational Fajr Prayer Movement program includes the following:

1. Planning

The main function of management is planning, which helps turn ideas into decisions and determines what programs to create to achieve certain goals. Based on the results of the planning interviews conducted in the Congregational Fajr Prayer Movement program, it is to prepare a long-term plan, which is already listed in the strategic plan. The form of the strategic plan is as follows: The strategic plan is in accordance with the set: 1). Determining the program objectives, 2). Preparing the activity schedule, 3). Forming a work team, 4). Setting the target location, 5). Preparing the program budget. To maximize the overall effectiveness of an organization as a system, planning is a basic process used to select goals and determine the scope of their achievements. The goals to be achieved are determined by the form of planning carried out in the Congregational Fajr Prayer Movement program. The form of implementation of the planning is:

- a. The determination of program objectives to increase community participation is part of the planning function, which is the initial stage in the activity management process. This goal was formulated by the head of the program with a team from the division of the Indonesian Mosque Council of Binjai City by considering the results of the analysis of the needs of the community and the level of participation of the people in the Binjai City Congregational Dawn Prayer Movement.
- b. The preparation of the activity schedule is carried out by the head of the program with members of the relevant divisions through the internal deliberation forum of the Indonesian Mosque Council of Binjai City. The schedule includes information on the time, location, arrangement of events, and resource persons, taking into account the availability of worshippers (such as holidays/weekends), the readiness of the ustadz, and the rotation of the mosque as a place of activity. The schedule that has been prepared is documented in written and digital formats, then socialized through WhatsApp groups, digital posters by the publication team, and direct announcements at the mosque.
- c. Third, the Chairman and the team prepare the organizational structure of the implementing organization based on the needs of the field, such as general coordinator, da'wah, media, logistics, public relations, and monitoring. Each field has defined tasks, and members are selected based on competence and availability. The agreed structure was determined through the official Decree of the Indonesian Mosque Council of Binjai City as the basis for legality and coordination. The initial meeting was held for the division of tasks, the preparation of the timeline, and the determination of the communication system. The appointment is carried out in deliberation for the sake of transparency.
- d. Fourth, the Indonesian Mosque Council of Binjai City determines the location of activities in rotation in mosques in the Binjai City area to reach all levels of worshippers by considering accessibility, parking and security facilities, capacity, and physical condition of the mosque. Coordination is carried out with the mosque management to ensure the suitability of the

schedule and the readiness of the place. After being agreed, the location was officially determined and announced through various publication media so that the wider community would know.

- e. Fifth, the program budget is prepared and approved collectively by the chairman and the division team through a planning meeting. Each field in the committee proposes funding needs according to their respective tasks, including consumption, equipment, publications, transportation, documentation, and reserve funds. Cost estimates are prepared based on reasonable market prices and activity references. The entire process is recorded in detail as a form of transparency, accountability, and the basis for financial evaluation, and socialized to the implementation team to ensure a mutual understanding of the allocation of funds.

2. Organizing

Organizing is management to divide the tasks that must be done by each member of the group based on the expertise of each member to achieve the goal. Organizing is a management function that includes the following activities: 1). Formation of a team based on the duties and supervision of the committee structure. 2). Arrangement of working relationships between members of the organization. As for how to implement the implementation of the Congregational Fajr Prayer Movement program from the management function above;

- a. The formation of the team began with compiling the committee structure according to the needs of the Congregational Prayer Movement Program. The selection of members is carried out based on competence, interests, and willingness, then followed by a clear division of tasks so that everyone understands their role. Supervision of the committee structure is carried out after the team is formed. This aims to ensure that each part carries out its duties properly and on schedule. Supervision is carried out through coordination meetings, progress reports from each division, and direct monitoring by the chairman or coach. The following is the structure and division of tasks based on expertise in the following Congregational Fajr Prayer Movement program; 1) General Coordinator / Person in Charge. Duties: supervise the overall operation of the program, develop a plan of activities for the long term. Coordination of management and work teams, establishing cooperation with external parties, such as the Mosque Prosperity Agency, and so on. 2) Field of Da'wah and Studies. Duties: develop materials for lectures and dawn studies, fill in lectures after dawn repeatedly, be a liaison with ustad, da'i, or research sources, and provide motivating Islamic messages to the congregation. 3) Publication and Media Field. Task: make posters, short videos, and digital content for da'wah and promote the activities of the Congregational Fajr Prayer Movement through social media, WhatsApp groups. 4) Infrastructure and Logistics Sector. Duties: provide the needs of facilities such as loudspeakers, prayer equipment, and mosque cleanliness, provide a simple breakfast after dawn or snacks such as tea or coffee, arrange a place for after-dawn lectures, and maintain the comfort and cleanliness of the mosque. 5) Public Relations. Duties: build relationships and communicate with the congregation, receive and process criticism or suggestions from others. 5) Evaluation and Monitoring Field. Tasks: calculate the number of pilgrim attendance for each activity, produce reports on the progress of activities, compile community suggestions to increase the effectiveness of the program.

- b. The implementation of the Congregational Fajr Prayer Movement Program is supported by a structured work coordination system and open communication. Each committee member carries out their duties according to their field, with vertical and horizontal coordination between fields. Regular meetings, digital communication media, and clear division of tasks are the main means of strengthening teamwork. Collaboration between fields, such as between logistics and da'wah or publications and public relations, ensures the smooth running of activities. This work pattern builds synergy, efficiency, and regularity in the implementation of the program.

3. Actuating

In management, the driving function is the relationship between the entire planning and organization, regardless of whether or not this happens in real life. The driving function involves the implementation of all members to achieve the goal of long-term success. Based on the results of the interview, it was explained that the mobilization (*Actuating*) carried out by the Indonesian Mosque Council of Binjai City, namely: 1). Providing Motivation, 2). Providing Guidance, 3). Establishing relationships between members and worshippers. The form of implementation of the mobilization function in the Congregational Fajr Prayer Movement program has been determined to achieve success both in the short and long term, namely; a) Providing motivation in every dawn activity, inserted with a short tausiyah delivered by the ustadz or members of the Indonesian Mosque Council of Binjai City. This tausiyah is usually given at the beginning of the activity with the aim of providing the spirit of worship and motivation in participating in congregational dawn prayers. The material presented by the dai is constructive, motivating, and relevant to the condition of the congregation, such as the importance of maintaining worship, strengthening ukhuwah, and the benefits of being regularly present at the mosque. To attract the interest and attention of the congregation, the delivery of tausiyah is carried out interactively and contextually, so that the congregation feels more involved and does not feel passive just as a listener. b) In the Congregational Fajr Prayer Movement Program, the Indonesian Mosque Council of Binjai City not only invites the presence of worshippers, but also provides continuous guidance to strengthen understanding and commitment to worship. Guidance is carried out through short lectures, spiritual coaching, and interactive discussions guided by ustadz or religious leaders. The material includes the virtues of dawn prayer, the consistency of worship, and the role of spirituality in social life. This approach encourages the participation of worshippers who are not only physically present, but also grow spiritually and actively in the life of the mosque. c) In the Congregational Fajr Prayer Movement Program, good relations between the committee and the congregation are an important part of the mobilization function. Warm and communicative interaction is built through simple greeting, attention, and service, creating a family atmosphere. This approach makes it easier for the committee to receive input and strengthen the loyalty and participation of worshippers, thereby supporting the formation of a solid and sustainable mosque community.

4. Supervision and evaluation (*Controlling*)

This function is very important to maintain the consistency, efficiency, and effectiveness of the Congregational Fajr Prayer Movement program. Based on the results of the interview, the

context of the implementation of the program of supervision and evaluation in the program can be carried out with three functions of supervision and evaluation, namely: 1). Supervising the results of program implementation. 2). Conduct evaluations. 3). Sanctions. The form of implementation of the supervision and evaluation of the Congregational Fajr Prayer Movement program is as follows:

- a. Supervising the Congregational Fajr Prayer Movement Program with periodical, continuous supervision processes carried out to ensure that all operational activities run in accordance with the work plan to ensure that the entire program implementation process meets the standards set by the Indonesian Mosque Council of Binjai City as follows; 1) Each activity runs according to the planned schedule. 2) Duties and responsibilities are carried out by members in accordance with their fields. 3) Records are used for evaluation and improvement. There are several important points noted. every implementation in the Congregational Fajr Prayer Movement; a) The presence of officers from several fields. b) Presence of worshippers. c) The course of the dawn study. d) Obstacles and solutions.
- b. Evaluation of program success indicators is carried out to assess the extent to which program goals and objectives have been achieved. The evaluation was carried out to find out the extent to which the program's goals and objectives have been achieved, both in terms of participation, sustainability, and social and spiritual impact. Success indicators are measured by several things; 1) The Evaluation and Monitoring Team has the task of recording the number of pilgrims who come each time the activity takes place. These records are collected regularly and used to see whether the number of pilgrims is increasing or not. 2) Active Participation of Administrators: Each section carries out its duties according to its responsibilities in a rotating and disciplined manner. 3) Community Enthusiasm: It can be seen from the number of new volunteers, family participation, and positive response from pilgrims. 4) Quality of Dawn Study: The material is relevant, interesting, and makes the pilgrims motivated. 5) Congregational Satisfaction. 6) Documentation and Reports: Regular reports, written evaluations, and full photo/video documentation are available.
- c. Evaluation of members is carried out as part of the supervisory function *to* find out the extent to which the program has run according to the objectives. Evaluation of members carried out in the Subh Congregational Prayer Movement program through various steps such as; 1) The monthly evaluation is carried out at the end of the month by holding a joint meeting with the management. Examples of monthly evaluations such as congregational attendance, participation for the committee, and others. 2) The annual evaluation is carried out at the end of the year with the aim of assessing the program of the Congregational Fajr Prayer Movement as a whole. The Indonesian Mosque Council of Binjai City in the Congregational Fajr Prayer Movement program also has a way to conduct evaluations, namely; 1) One way to get direct feedback from the congregation or related parties is to use a written evaluation form and informal discussion with the congregation. 2) An evaluation meeting is a formal meeting where all members can talk about the results of the program. 3) Open discussion after the activity to help the committee and the congregation communicate better.
- d. Sanctions; For sanctions to be effective and not degrading, there needs to be a structured and fair approach. The following are some of the methods that can be used in this program; 1) Sanctions are imposed in stages. 2) Sanctions determined by the level of violation such as light,

medium, and severe sanctions. 3) Direct feedback. In the Congregational Fajr Prayer Movement program, supervision and evaluation are carried out to ensure that all activities carried out really have a positive impact on members and worshippers. This monitoring and evaluation process not only serves as a tool to assess how effective the program is, but also shows how seriously management is taking each step of the task. Evaluation is also essential to find the strengths and weaknesses of the program for long-term improvement and development with the aim of achieving more optimal and sustainable results

Problems in the Implementation of Management Functions

In implementing management functions that include planning, organizing, mobilizing, supervising and evaluating cannot be applied properly; 1) Planning that has been carefully prepared and structured often cannot be carried out optimally (Mulyana, 2024). Poor coordination in the planning process often leads to mismatches between program objectives and implementation results in the field, especially when involving many parties in a heterogeneous work team, this condition leads to ineffectiveness in implementation, which in turn has an impact on the smooth implementation of the program and the achievement of the goals that have been set. 2) the problem of mismatch between expertise and duties. Task placement that does not match the individual's abilities will have an impact on decreasing work efficiency and increasing role conflicts (Rinata et al. 2025). Placement that is not in accordance with the competence of members causes the implementation of tasks to be less effective, productivity decreases, and internal conflicts increase, which has an impact on the smooth running of activities and services to worshippers in the Congregational Fajr Prayer Movement program. 3) In the Congregational Fajr Prayer Movement program, driving strategies such as *tausiyah* and varied approaches have been applied. However, there are no clear indicators to measure its impact on increasing pilgrim participation and motivation. The instability of the methods used in each activity reflects problems in implementation management that can reduce the enthusiasm and participation of pilgrims, as well as the absence of a reward system that lowers motivation. 4) Currently, the contribution and performance of members in the Congregational Fajr Prayer Movement program, the absence of unclear performance indicators at the supervision stage causes organizations to have difficulty in evaluating the success of the motivational strategies implemented. In addition, the lack of clarity about the sanctions applied leads to uncertainty and inconsistency that can lower member discipline.

Solutions to management function implementation issues

Based on the findings, there are solutions that can be applied to the management function as follows; 1) Solutions to address mismatches between plans and implementation by strengthening coordination between team members, ensuring the availability of sufficient resources, and paying attention to changing conditions in the field. In addition, the implementation of a more systematic and effective supervision mechanism will play a major role in ensuring that the plan that has been prepared can be optimally realized. 2) Solutions to overcome problems by holding open discussion forums aimed at strengthening teamwork and increasing understanding of the roles and responsibilities of each member. These activities can optimize the implementation of organizational management functions, where effective communication and good coordination are needed. With the

space for interaction between parts, the implementation of the program becomes more integrated and efficient, while reducing the potential for overlapping tasks and information gaps. 3) solutions to overcome problems by developing and implementing award programs that aim to appreciate members who show consistent contributions in the implementation of the Congregational Fajr Prayer Movement. The form of award can be in the form of monthly or annual incentives, certificates, or other non-material appreciation relevant to the program. Awards must be applied systematically and objectively, with the aim of increasing motivation, strengthening loyalty, and creating a positive and supportive work environment. 4) Solutions to objectively assess the effectiveness and contribution of members, performance appraisal standards are required based on indicators such as attendance, engagement, discipline, and responsibility. Regular monthly and annual evaluations are needed to monitor the progress of the Congregational Fajr Prayer Movement program. Monthly evaluations focus on attendance and participation, while annual evaluations review long-term achievements, issues, and improvement strategies.

CONCLUSION

The implementation of the management function in the Congregational Fajr Prayer Movement program by the Indonesian Mosque Council of Binjai City shows success in various aspects, although there are still significant challenges. The functions of planning, organizing, mobilizing, supervising, and evaluating are implemented systematically, starting with long-term planning that includes the preparation of objectives, the formation of committees, the determination of locations, and detailed budgeting. However, the mismatch between planning and execution in the field is a major problem, caused by a lack of coordination between teams, limited resources, and unexpected changes in field conditions.

In terms of organizing, although the division of tasks based on the expertise of the members has been well done, there is a gap between the competencies of the members and the tasks assigned, which hinders the effectiveness of execution. The mobilization of the program went smoothly with the provision of motivation and innovation in the lectures after the dawn prayer, but the evaluation of its impact on the participation of the congregation was still limited. Supervision and evaluation have been carried out periodically, but the existing evaluation system is not fully objective and structured, which has an impact on the uncertainty in sanctioning members who violate the rules. Solutions to address this issue include improved coordination between teams, strengthening more systematic oversight mechanisms, and implementing a clear reward system to increase member motivation and loyalty. Member performance assessments need to be carried out with more objective and structured standards so that program evaluations are more targeted and encourage continuous improvement in every aspect of program implementation.

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