



Analysis of The Implementation of The Management Planning, Organizing, Actuating, Controlling in BES PPJA (Case Study of The Santri Executive Board of The Jagad 'Alimussirry)

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Abstract. This research aims to analyze the application of the management functions Planning, Organizing, Actuating and Controlling at BES PPJA Pondok Pesantren Jagad 'Alimussirry. This research is a descriptive qualitative type and was conducted using interviews, observation and documentation. The results of the research show that the Executive Board of the Jagad 'Alimussirry Student Islamic Boarding School has implemented the POAC management function well. Activities in planning include establishing regulations, electing the BES PPJA president, work programs, and establishing AD/ART. Organizing involves the process of dividing tasks and job desks as well as the BES PPJA structure. The actuating function includes the realization of work programs in a ministry. Meanwhile, the controlling function includes direct supervision of the PSDM director by evaluating each work program. This shows that the implementation of planning, organizing, actuating, and controlling in the Executive Board of the Santri Islamic Boarding School Jagad 'Alimussirry can help improve the quality of the organization. Thus, it can be concluded that the management of the BES PPJA Executive Board for Santri Pondok Pesantren Jagad 'Alimussirry has implemented the POAC management function well. So that in its implementation it can improve the quality and productivity of the Jagad 'Alimussirry Islamic Boarding School Santri Executive Board.

Keywords: *Management, Organization, Students of the Jagad 'Alimussirry Islamic Boarding School, POAC*

INTRODUCTION

﴿وَإِذَا قِيلَ لَهُمْ أَنْفِقُوا مِمَّا رَزَقَكُمُ اللَّهُ قَالِ الَّذِينَ كَفَرُوا لِلَّذِينَ آمَنُوا أَنْطَعِمُ مَنْ لَوْ يَشَاءُ اللَّهُ أَطَعَمَهُ إِنَّكُمْ إِلَّا فِي ضَلَالٍ مُّبِينٍ ٤٧﴾

According to Hasibuan (2006) an organization is a formal association system between two or more people who work together to achieve certain predetermined goals (Waruwu, 2016). Organizations become a place for someone to learn to train soft skills and leadership. To achieve its goals, a good organization needs good management too, and to get good management it needs people who are able to work in a team, are creative and skilled. Every organization wants

coordination that runs well and functions as optimally as possible. Knowledge in an organization is needed in implementing work programs and organizational strategies. An organization cannot run well if the people in it do not have the same vision and mission. An organization is not just an association of people, but must have a well-formulated work and management system, such as authority, duties and responsibilities. Good management will make it easier to achieve goals.

Organizations are a necessity, especially for Islamic boarding school students who want to train their leadership skills and soft skills. The existence of an organization in an Islamic boarding school is also a plus for the boarding school. Apart from that, it can also improve the quality of students and Islamic boarding schools, because indirectly all PHBI agendas or commemorations of Islamic holidays in Islamic boarding schools are organized by this organization. This is in accordance with research conducted by Vella Anggresta et al entitled "Socialization of Student Organizations at the Fi Sabilillah Amal Foundation Islamic Boarding School, Pondok Ranggon, East Jakarta" in 2021, namely the function of santri organizations, among others, as a forum for accommodating and channeling the aspirations of santri, implementing student activities, means of communication between students, a forum for developing the potential of students, as potential scientists and intellectuals who will be useful in the future, development of organizational, management and leadership skills training for students (Anggresta, Sugiarto, & dkk, 2021).

Likewise, the Jagad 'Alimussirry Islamic Boarding School has an organization, namely the Santri Executive Board, whose members come from students who live in PPJA. This organization functions to help carry out the daily activities of students at Islamic boarding schools and to help manage PHBI at PPJA. To achieve maximum results BES also needs to implement good management. According to the author's observations, there are several problems that arise in the management of the Santri Executive Board organization, such as lack of coordination or miscommunication between members , lack of readiness of BES members in managing events, work programs that do not run optimally, and lack of interest from members when serving on the committee.

To prevent and overcome problems in managing an organization, good management efforts are needed (Rizal & Radiman, 2019). As stated by George R Terry, there are four main functions in management, namely Planning, Organizing, Actuating, and Controlling. Planning ; namely the process of determining the goals or objectives to be achieved and determining the paths and resources needed to achieve the goals as efficiently and effectively as possible; Next , Organizing , which is the activity of composing and forming cooperative relationships between individuals so that a unified effort is created to achieve the goals that have been set; Next, Actuating , can be defined as the entire process of giving encouragement to work to subordinates in such a way that they are willing to work sincerely in order to achieve organizational goals efficiently and economically, and finally Controlling, namely the process of monitoring activities to find out whether individuals and the organization itself obtain and utilize educational resources effectively and efficiently in order to achieve goals, and provide correlation if they are not achieved (Widya Kurniastuti Mohi, 2020).

The results of initial observations found by researchers at the Santri Executive Board of the Jagad 'Alimussirry Islamic Boarding School, there are still problems in organizational management, seen from the frequent occurrence of obstacles such as miscommunication between fellow BES PPJA members and superiors, as well as sudden orders given when the event is in progress and other things. This kind of thing is often repeated. This requires rethinking but does not stop the event. In this case, extra thought and patience is needed to avoid arguments. In terms of communication, there are still many obstacles that need to be improved for a personal approach to members.

If we look at the results of initial observations, it is still not in accordance with the implementation of POAC because there are still obstacles that often recur in the Planning management function, namely communication failures between members and superiors as well as sudden orders outside of previous planning. In the Organizing section, even though it has been implemented well there are still members who do not work at all. The distribution of job descriptions must be truly even so that all members can work on them. The provision of support and encouragement to BES PPJA members is also still very minimal because there are still members who do not move quickly and students who are not members of BES PPJA, when asked to immediately leave for activities, still do not leave immediately but choose a departure time that is tight within the time limit given by security. Apart from that, the supervision provided by the supervision party is also still lacking because after every event they never participate in an event evaluation. In this case, the supervisor or person in charge should also provide an evaluation to BES PPJA after an event occurs so that the evaluation or input given can be used as material to become better and not repeat the same mistakes.

The POAC management function can be useful to help improve the quality of organizational management of the Santri Executive Board and reduce the risk of problems occurring. Based on this description, this research was conducted to reveal the extent to which the POAC management function is implemented in the management of the BES organization at the Jagad 'Alimussirry Islamic Boarding School. From this description, the author is interested in conducting research on "BES PPJA management in improving the quality of Islamic boarding schools according to a management science perspective (BES PPJA case study)".

LITERATUR REVIEW

POAC Management

Management is a cooperative activity carried out by a number of people using existing resources in the organization (Gemnafle & Batlolona, 2021). In general, the definition of management is the science and art of planning, organizing, directing and supervising the efforts of members of an organization and the use of organizational resources to achieve predetermined goals. Management has the activities of leading, organizing, managing, controlling and developing. The art of management includes the ability to communicate that vision. Aspects of leadership planning, communication and decision making regarding the human element of how to use an arts management approach (Juniarz, 2020).

According to George R Terry, "management is the achievement of goals that are set first by using other people." Therefore, based on this understanding, there are three things that need to be considered in management, namely: First, management as a science means that management requires knowledge. Second, management as an art where managers must have the art or skills of managing. Third, management as a profession, that professional managers can manage effectively and efficiently. Management Functions according to George Terry. There are four management functions, namely Planning, Organizing, Actuating, Controlling which is usually called (POAC) (Arsyam, 2020).

From several understandings of these experts, it can be concluded that management in general can be defined as a set of processes for achieving goals in an organization/company through working together and collaborating with the resources owned by the organization. More specifically, the definition of management is the science and art of planning, organizing, directing and supervising the efforts of members of an organization and the use of organizational resources to achieve the goals of the organization.

Organization of the Santri Executive Board of the Jagad 'Alimussirry Student Islamic Boarding School

Organizational word etymological originate from Language Latin organum Which It means tool, whereas in Language English called organization Which It means arrange, prepare, gather, gather. So, understanding organization is arrangement from units small become units Which big (Fitriyani, 2019). Definitions of organizations are often built around interests and goals and depend on the context and scientific viewpoint of the people who build them (Effendhie, 2019). In general, the definition of an organization is a group or group of people who work together logically and systematically, who are guided or controlled to achieve a certain goal (Ambarwati, 2019).

After explaining the importance and elements of management, an important concept related to this document is organization. An organization is a group of people who agree to work together in order to achieve certain goals within an institutional reservoir. Formally, internal is the process of processing input into output and external interaction with the environment.

From the definition above, it can be understood that organizations have done this. The four main elements are a group of people, interaction, cooperation and shared goals. Organizing is a systematic and regulated way of doing or doing something at the same time. People who work in organizations can be more productive and more efficient than people who work alone. An organization can act when all its elements, consisting of people working together, there are leaders and the people they lead have a place, organizational goals, work, structure, technology and environment. (Susilowati, 2020).

In the definition above, Islamic boarding schools can be categorized by an organization. Likewise, students who gather under certain conditions with a structure within them can also be seen as an organization. In more detail, BES PPJA is an association that unites the participation or involvement of students in realizing Islamic boarding school management in which cooperation is

established to achieve common goals. Santri themselves are part of the Islamic boarding school element which plays an important role in the continuity of Islamic boarding school activities. The teachers or ustadz guide the running of the organization, while the activities of the students in each dormitory are handled by BES PPJA. BES PPJA management itself is an effort made by BES PPJA to help organize Islamic boarding schools so that the activities carried out are more planned and directed in creating a good and effective educational institution.

Jagad 'Alimussirry Islamic Boarding School

Pesantren comes from the word pe-santri-an which means the residence of santri or what is known as students. Pondok comes from the word funduuq from Arabic which means lodging or dormitory. The word "Islamic boarding school" contains the meaning of a place for santri or Islamic boarding school students, while the word "santri" is thought to come from the Sanskrit term "sastri" which means "literate", or from the Javanese word "cantrik" which means someone who follows their teacher wherever they go. From this we understand that Islamic boarding schools have at least three elements, namely; Santri, Kyai and Dormitory (Firmansyah, 2020). In Islamic boarding schools/Islamic boarding schools, most of them are led by a kyai and assisted by students who have been appointed to manage the Islamic boarding school and manage the organization or institution within the Islamic boarding school. Islamic boarding schools are the oldest educational institutions in Indonesia which have become a product of Indonesian culture and adopted a religious education system that developed since the beginning of the arrival of Islam in the archipelago. Islamic boarding schools grow and develop serving various community needs, as the cultural heritage of Indonesian Muslims. Islamic boarding schools are a link between remote rural communities that have never been touched by modern education when people need education (Dakhi, 2017).

Karel A. Steenbrink in his book *Pesantren Madrasah Sekolah* says: In traditional society, a person can become a kyai or be called a kyai because he is accepted by society as a kyai, because people come to ask him for advice, or send their children to study with the kyai. Indeed, to become a kyai there are no formal criteria such as study requirements, diplomas and so on (Sari, 2022). However, there are several non-formal requirements that must be fulfilled by a kyai, such as non-formal requirements to determine whether someone becomes a major or minor kyai. A person who has the right to hold the title of kyai, as explained by Ronald Alan Lukens-Bull, must have at least four components, namely: knowledge, spiritual strength, heredity (spiritual and biological), and morality (Saputra, 2022).

Jagad 'Alimussirry Islamic Boarding School is an Islamic boarding school in the form of a combination of salaf and modern Islamic boarding schools, based on Nahdliyyin whose students come from university students. This boarding school organizes non-formal undergraduate and master's programs in Islamic Studies Approach to Sufism. The Jagad 'Alimussirry Islamic Boarding School (PPJA) education system is Islamic boarding school which is a combination of Salaf and modern Islamic boarding schools, based Nahdhiyyin Which para his students originate from circles student. Cottage This Islamic boarding school provides non-formal undergraduate and

postgraduate study programs Islam Approach Sufism. Based on vision Which There is, PPJA This expected "Become Central Education Cleric, Scholar Beloved or Guardian Allah SWT" Which customized with profession And competence each Students. Curriculum used is a combination of the Islamic boarding school curriculum, the curriculum at College Tall Islam, And curriculum in College Tall General, as well as combining it with modern Sufism. Learning at this Islamic boarding school apply system SKS And amputated by Kyai, Chaplain, Lecturer Which experienced and have educational qualifications S2/S3 (PPJA, 2016).

This Islamic boarding school consists of boys' and girls' boarding schools. PPJA with Muki students + 150 student students are then the basis for the use The curriculum in PPJA is adapted to the university curriculum. Therefore, a curriculum with an integrated credit system is used between the Islamic boarding school curriculum, the curriculum at Islamic Universities, and the curriculum in General Universities, as well as modern Sufism. To be able to graduate after After completing this Non-Formal Bachelor's and Master's program, students must do it tirakatan Which Already arranged in curriculum amaliyah Tariqat Universe 'Alimussirry (TJA). They Which graduated S-1 And S-2 Non Formal will get title Non Formal as SJA (Bachelor Universe 'Alimussirry) And MJA (Master of the Universe 'Alimussirry). Furthermore, he is entitled to the titles Ustadz/h and Murobbi Jagad 'Alimussirry and is obliged to practice his knowledge in society in anywhere is at (Hartono, 2018).

Executive Board of Santri at Jagad 'Alimussirry Student Islamic Boarding School

The Jagad 'Alimussirry Islamic Boarding School Santri Executive Board (BES PPJA) is an organization that is under the responsibility of the santri care section. The administrators of BES PPJA are students at the Jagad 'Alimussirry Islamic Boarding School, namely students at UNESA, UNUSA and UINSA universities. The students at the Jagad 'Alimussirry Islamic boarding school are given a wide portion in organizational activities. BES PPJA has a very important role in moving the lives of students. With the dormitory education pattern, BES PPJA is required to be able to manage and regulate the lives of students and prevent students from deviant behavior that violates the norms and values existing in Islamic boarding schools. Jagad 'Alimussirry Islamic Boarding School is one of the Islamic educational institutions that teaches non-formal education. This aims to develop and nurture the students' abilities, both in terms of leadership attitudes and the ability to manage the organization. BES PPJA really pays attention to how the students manage and organize an Islamic organization so that the students' activities and work programs that have been planned can run according to their objectives. This is one of the advantages of the BES PPJA organization compared to general universities, because all members of the organization have a very big responsibility, besides having to carry out their obligations as students, they also have responsibilities as members of the organization, here It also shows how they have to organize and manage the activities of the students starting from sleeping until going back to sleep.

BES PPJA plays a very important role in Islamic boarding schools in managing various activities in the Islamic boarding schools. In Islamic boarding schools, where activities are carried out throughout the day, of course there are also officers to manage or regulate each activity carried out. Of course, the name of the organization is different for each Islamic boarding school, but basically the BES PPJA also manages and organizes activities as carried out by the HIMA and

BEM organizations at the University, in fact the BES PPJA takes care of almost all activities from waking up to going back to sleep.

At the stage of implementing activities in Islamic boarding schools, management skills are of course very important. This is because there are many activities that must be carried out and these activities must be managed well so that they are in accordance with the specified objectives. Therefore, there needs to be action that is planned, organized, neat and orderly. Likewise, in a BES PPJA, carrying out activities should be carried out well, so that all activities run smoothly and are in accordance with the goals of the organization. Thus it can be concluded that Islamic boarding schools are one of the Islamic religious-based educational institutions which have their own identity, namely that the education carried out in Islamic boarding schools is carried out throughout the day in all aspects of the students' lives, so that the students can carry out the Islamic boarding school education program with various kinds of activities that are managed. by BES PPJA.

METHOD

This research uses descriptive qualitative methods to reveal the extent of POAC implementation in the Santri Executive Board at the Jagad 'Alimussirry Islamic Boarding School. This research was conducted at the Jagad 'Alimussirry Islamic Boarding School, Jalan Jetis Kulon Gg.VI no 16.A, Wonokromo, Surabaya. This research involved subjects in the form of students living in Islamic boarding schools, heads of organizations, departing heads of organizations, boarding school administrators, and directors of Human Resources Development. These subjects were involved in the interview process to obtain the information needed in this research.

The data in this research are in the form of interview results, observation results, and documentation data. This data was obtained using question instruments for interviews, observation and documentation. Data collection techniques include interviews, observation and documentation. After all the data has been collected, it is then analyzed using the Milles & Huberman (1999) model which includes several stages, namely: (1) data collection is the stage of collecting data; (2) data reduction is a data sorting stage to select relevant data; (3) display data is data presented in a form that is easy to understand; (4) verification and conclusion drawing is the stage when all data has been collected and conclusions are drawn that show the research results (Pratiwi & Mulyono, 2023).

DISCUSSION AND RESULT

This research was conducted on the Executive Board of the Santri Islamic Boarding School Jagad 'Alimussirry Jalan Jetis Kulon no 16A gang 6 Wonokromo Surabaya. Jetis Kulon is a very busy area and is a city area that is densely packed with students. The area is very busy with students from various universities such as Surabaya State University, Telkom University Surabaya, Nahdlatul Ulama University Surabaya and Sunan Ampel State Islamic University Surabaya. Because the students who live in Islamic boarding schools are students, the management of Islamic boarding schools is also managed by students.

The Jagad 'Alimussirry Islamic Boarding School has a large organization, namely the Santri Executive Board, whose members are all students and santri who live at the Islamic Boarding School. BES is an organization that runs under the auspices of the PSDM director and is directly supervised by the Main Director of the Islamic Boarding School. BES is the same as organizations in general, only has one management period and is elected based on democracy or majority vote. To manage BES PPJA, there is a complete structure, such as chairman, deputy, secretary, treasurer, coordinator and members who are responsible for the management process implemented, namely as follows:

1. Planning or Planning

According to Tjokroaminoto, planning is a decision that is used as a guideline in achieving the goals desired by the organization (Saputra & Ali, 2022). Planning according to Roger A. Kauffman is a process of determining goals or objectives to be achieved and establishing a path to achieve these goals (Arifudin & Sholeha, 2021). Planning is the initial stage of a management process, including BES PPJA. The planning process in BES PPJA management aims to plan matters relating to future activities. The planning carried out is divided into several parts, namely establishing regulations, selecting the president and its members, preparing work programs and budgets, and appointing management.

First, establishing rules. The determination of these rules was made by and based on the agreement of the students in formulating AD/ART, the Santri Student Conference (MMS) and implied regulations. This regulation is used as a reference in running the organization which was ratified through a joint session of students. Changes and determination of these rules are carried out at the beginning of the management. Through joint deliberation with all students, these regulations can be established or changed from before according to the wishes of all students if necessary. The regulations that have been ratified will be used during the term of the new BES PPJA in office.

Second, the election of the BES PPJA president and its members. Before carrying out the BES PPJA presidential election, the previous management and boarding school administrators held an internal meeting first which was then presented to the kyai to obtain permission and approval from him. This presidential election cannot only be based on the previous management but must be presented first, so that there is no subjectivity on the part of the management and it meets the requirements stated in the MMS. After the candidates are selected, the selected students are then informed so they can prepare themselves and create a vision and mission. Then after that there will be an introduction of the presidential candidate to all students, presentation of the vision and mission and campaign. After the campaign is carried out, an open debate is held between the candidates which is witnessed directly by all students. After all stages have been completed, a santri general election is held where the president is elected based on the majority of votes. After the election of the new president, elections for the vice president, secretary, treasurer and each ministerial coordinator are held.

After each minister is selected, open recruitment is carried out by each minister. The general requirements for joining the BES PPJA management are guided by the BES PPJA AD/ART, including having taken part in the ahlan wa sahan and having lived in a boarding school for at least 1 year. The notification that someone has been selected to become a BES PPJA member is by directly adding the selected member to the BES PPJA WhatsApp group.

After that, notification was given regarding the inauguration of the BES PPJA management by BPH BES PPJA.

Third, planning work programs. The work program can continue several previous management work programs and add new programs. Meanwhile, before establishing a real work program, upgrading is carried out first. This is intended to strengthen the role and understand the job description of each ministry. After that, another work meeting was held at each ministry to produce a work program. After each ministry's work program is created, it is then socialized to all students, which is called the BES PPJA Working Meeting. After determining the work program for each ministry, a timing schedule is created in the form of a work program calendar.

Fourth, Budget. The BES PPJA budget itself, as stated in the Articles of Association, CHAPTER IX, states that BES PPJA's finances come from student semester fees which are managed independently and transparently, which are paid per person in the amount of IDR 30,000, of which the money is paid per semester or at the same time as re-registration.

Planning activities are mostly filled with work program preparation activities. Work program planning involves all the aspirations of the students to ensure that each work program prepared comes from the needs of the students. A program is a plan that basically describes a concrete plan. This concrete plan includes targets, policies, procedures, time and budget. So, work programs are also a series of actions that must be implemented according to their respective fields, because they will be used for one year of management.

Event concept planning is also carried out when you want to create an activity, namely holding a meeting of BES PPJA members to discuss events such as ahlan wa sahlam, PHBI, and other events. This is done so that you can find out where you want to take the event and what needs are needed at the event. So that the committee can know the needs and what steps must be taken.

2. Organizing or organizing

Organizing is a process of ensuring the human and physical needs of every available resource for use in carrying out plans and achieving goals related to the organization (Dakhi, 2016). Organizing is carried out by dividing work and determining people to be responsible for each work program. Based on a study of the Articles of Association and Bylaws, it can be seen that there is an organizational structure for BES PPJA. The president is assisted by the vice president and his ministers. The division of work is divided into several fields according to the work program that has been determined in each ministry. One sector is led by one minister and assisted by the treasurer, secretary, and members in each ministry determine the people to be responsible for each work program. The composition of the BES PPJA management for the 2022-2023 solemn period is as follows:

Main Director	:	Dr. KH. Djoko Hartono, M.Ag. MM
PSDM Director	:	M. Nurul Huda, M.Pd, M.JA
Finance Director	:	Miftahul Alam Al Waro, S.Ag., S.JA
Supreme Advisory Council	:	Karana Yankumara, S.Sos., S.JA
Santri Advisory Council	:	Mohamad Imron, S.Pd., S.JA

BES President	:	Gagah Ibnu Muthoillah
Vice President	:	Fitri Agustina, M.Pd
Secretary 1	:	Muhammad Khoirul Fikri
Treasurer 1	:	Nilatul Azizah
CO Ministry of Religion	:	Innayatul Ainayah
CO Ministry of Education	:	Titik Nur Hidayah
CO Ministry of PSDM	:	Oki Safitri
Co Ministry of Information and Communication	:	Muhammad Sherif Moslem
CO ministry of K2S	:	Nur Fadhila
CO Ministry of Security	:	Firda Laila M
CO Ministry of Economy	:	Inayah Mega W

The highest structure in the BES PPJA management is the main director of the Islamic boarding school. The authority of the Islamic boarding school leadership is delegated to the santri president and/or vice president as the mandate of the santri aspirations, the holder of general policy to maintain organizational stability, responsible for all activities carried out by the BES PPJA.

The student president instructed the activity organizers to carry out their respective duties. The task of ministers is to help provide thoughts, suggestions in establishing a decision or policy and contribute to carrying out activity programs that have become work programs. Each ministry is responsible for its own ministry. Ministers in ministries receive assistance from staff within their own ministries who have skills or experience who are grouped into work units. The success of members really depends on their leadership, in this case the leader is the president of BES PPJA (Baderan, 2018).

Table of working mechanisms for BES PPJA Management

No	Management	Work mechanism
1	President of BES PPJA	<ol style="list-style-type: none"> 1. Responsible for all ministries 2. Stabilize and synergize management 3. Conduct monthly reports and evaluations
2	Vice President BES PPJA	<ol style="list-style-type: none"> 1. Responsible to the president 2. Represents the president when he is unable to attend 3. Accompany the president in carrying out presidential duties 4. Assist the president in carrying out presidential duties 5. Assist the president in running, coordinating and evaluating the performance of the cabinet
3.	Secretary	<ol style="list-style-type: none"> 1. Responsible to the president and vice president 2. Responsible for every meeting and meeting

		<ol style="list-style-type: none"> 3. Responsible for implementing the organization's secretarial administration 4. Create a time schedule for activities 5. Hold a middle plenary evaluation 6. Create activity minutes 7. Coordinate with the Ministry of Communication and Information 8. Make LPJ real program recommendations
4.	Treasurer	<ol style="list-style-type: none"> 1. In charge of cash management including BES PPJA income and expenditure 2. Assist other ministries in financial management, if necessary.
5.	PSDM	<ol style="list-style-type: none"> 1. Tasked with managing the welfare of students 2. Holding monthly meetings with all students is usually called an Open Forum 3. Accommodates all student inquiries and input
6.	Infocom	<p>This ministry plays a role in communicating information to people or other organizations who need information related to the Allhsan Islamic boarding school through online media. This ministry facilitates the publication of information such as publication of the results of central OSPAI activities, ministry activities, UKS activities, as well as documentation of activities in the form of photos and videos. Apart from that, the Ministry of Communication and Information also facilitates central OSPAI relations with external parties through the web/social media it manages.</p>
7.	Ministry of Education	<p>Tasked with management related to Islamic boarding school recitation activities such as designing recitation schedules, coordinating with teaching ustadz, managing recitations if there is no teacher present, providing food for ustadz</p>
8.	Ministry of Religion	<p>The duties of the ministry of religion include managing activities related to Islamic boarding school traditions and activities related to religion</p>
9	Ministry of K2S	<ol style="list-style-type: none"> 1. Make a Roan picket schedule 2. Make a daily picket schedule 3. Ensure all rooms and premises are clean

10	Ministry of Security	<ol style="list-style-type: none"> 1. Guard the hut and lock the hut 2. Ensure the condition of the cottage is safe 3. Make regulations relating to student order in the boarding school
11	Ministry of Economy	<ol style="list-style-type: none"> 1. Make stock or sell books at the cottage 2. Create a cooperative at the cottage

The aim of establishing each ministry in the BES PPJA is to facilitate the implementation of previously planned work programs and so that each person's responsibilities are clear according to their respective fields. Basically, leaders have authority and power in managing Islamic boarding schools. In practice, this management is assisted by loyal and solid teamwork from students or teachers at the Islamic boarding school. The existence of solid teamwork does not happen by chance but is determined by a clear vision and mission and the existence of goal congruence of the people in it (Kurniawan, 2013).

The distribution of job descriptions during events must also be in accordance with the field so that they can be done optimally. Apart from that, the chief executive must contact each member if there is no progress when conceptualizing an event. Improving interpersonal communication is something that is very necessary in order to approach them and hold meetings per ministry or division so that problems that occur can be conveyed. Improve communication so that it is adapted to current conditions and not be confused with previous periods.

3. Actuating or Implementation

Actuating or implementation is the implementation of plans, the role of a chairman or manager in directing workers according to the set goals (Widya Kurniastuti Mohi, 2020). In the implementation aspect, BES PPJA carries out work programs according to the time specified in the work program calendar. The schedule contains the implementation time, program, month and year. The work programs that must be implemented by each ministry are as follows;

No	Ministry	Work program
1	Secretary	<ol style="list-style-type: none"> 1. Making LPJ 2. Drafting a Proposal 3. Take notes or minutes of meetings
2	Treasurer	<ol style="list-style-type: none"> 1. Create an activity budget

3	PSDM	<ol style="list-style-type: none"> 1. Welcome 2. Exercise 3. Tafakur Alam 4. Open Forum 5. Flag ceremony August 17
4	Religious	<ol style="list-style-type: none"> 1. PHBI 2. Guardian Pilgrimage 3. Sunday guardian pilgrimage 4. Make a visiting schedule 5. Make a prayer schedule for the imam 6. Make a schedule for imam yasin and tahlil
5	Security	<ol style="list-style-type: none"> 1. Create cottage security regulations 2. Lock the gate
6	Infocom	<ol style="list-style-type: none"> 1. Create activity flyers 2. Create an organizational structure 3. Create banners 4. Manage social media
7	K2s	<ol style="list-style-type: none"> 1. Make a daily picket schedule and roan 2. Shop for cleaning supplies
8	Economy	<ol style="list-style-type: none"> 1. Selling books to students

In implementing this work program, each ministry is responsible for implementing its respective ministry's programs. At major events, each ministry makes a decision letter or committee decree for the event. This is intended so that all students can feel like they are in another division and can learn in each division. The work program itself takes the form of events not only intended for students but also for the general public. For example, the activities consist of PHBI celebrations, commemoration of the Youth Pledge, commemoration of National Santri Day, as well as competitions between Islamic boarding schools. Meanwhile, activity funds come from student fees because the activities are related to students. Apart from that, the Ministry of Finance is also given funds to carry out work programs which are included in the funds of each ministry.

For events that are not related to students, the fee is only charged to event participants. The remaining proceeds from the implementation of the activities were distributed to the Ministry of Finance as additional cash for reserve funds, for ministry funds, and also for the event committee as a form of appreciation for their activities at the Jagad 'Alimussirry Islamic Boarding School. This appreciation is given in the form of a meal together or mementos in the form of key chains, stickers, pins and so on.

4. Controlling or Supervision

Supervision is a process of observing which work has been realized or carried out, assessing it, and correcting it if necessary so that the work is carried out in accordance with the plan (Rizal & Radiman, 2019). Supervision is the overall activity of supervising, checking, coordinating and controlling all activities so that they take place in accordance with the plans that have been set (Meriza, 2018).

Supervision is the process of observing all activities carried out by BES PPJA which aims to ensure that all work is carried out in accordance with previously determined plans. Apart from that, supervision is also carried out to show weaknesses and mistakes in order to correct them and prevent them from happening again. Supervision of students is carried out by the Ministry of Security which includes the implementation of regulations that have been previously agreed upon. This is done to find out how far everything is going according to plan. To ensure targets are achieved and work is completed as planned. This supervision stage is carried out directly by the Director of PSDM. However, this period was still not optimal in terms of supervision.

The supervision provided has been carried out well but is still not optimal because there is no supervision when evaluating work programs that have been implemented. So the input received by BES PPJA still has shortcomings.

Impact of Implementing POAC Management Functions on BES PPJA

In an organization, a leader is expected to be able to organize and lead the organization well and appropriately. The meaning of good and appropriate is being able to lead an organization by implementing management in every aspect of activities and work in the organization. Management greatly influences the work of the organization. By implementing management functions, a leader can lead an organization by utilizing existing resources and facilities so that organizational goals can be achieved. The four management functions are:

- a. *planning* , when you want to hold an event you have to make appropriate plans according to the organization's goals. Planning all activities and work in advance can help achieve organizational goals. Explain all forms of activity plans to all BES PPJA members and the Director of PSDM and convey it to the Director of Pondok Pesantren Jagad 'Alimussirry so that it is easier to direct BES PPJA members to work together so that the company's goals are met. Apart from that, you also have to learn from previous mistakes so that they don't happen again, and when there are obstacles, the thing you have to do is communicate to the President of BES, have a short discussion about how to do it and give direction. Before making a decision, think carefully and in the success of the event, the most important thing is communication, don't hesitate to ask someone who is more expert.
- b. *Organizing*, Organizing means placing or dividing each task into each section according to their field. In this way, both individuals and teams are able to know what to do and when to do it. Apart from that, coordination must also be prioritized so that communication does not fail

- c. *Actuating*, the impact of direction on the organization is that work becomes easier to do because the chairman gives responsibility for organizational tasks to each member according to the potential possessed by each section. So that no work is postponed and the work is completed on time. In this way, organizational members can easily work either alone or in teams to achieve organizational goals according to planning.
- d. *Controlling*, supervision carried out by a director on BES PPJA members must know whether the planning has been carried out or whether it has deviated from the planning. This supervision can make it easier for directors and leaders in terms of evaluation. Evaluation is carried out if there are members who deviate from what has been planned. If a director or leader carries out supervision, it will be easier to take action if a member makes a mistake. Of the many plans that were previously determined, there were certainly some plans whose results were not as expected. Therefore, after knowing about this matter, directors and leaders can reconsider what steps to take next and their presence during the evaluation is very much needed as learning material in the future.

Obstacles and Efforts Made in Carrying Out Management Functions

Obstacles in carrying out management functions are: Lack of information delivery from both internal and external aspects of the company organization, causing miscommunication which may have an impact on the activities carried out. The lack of understanding of POAC management functions has caused some BES PPJA members to not understand what management is, management functions, and how to carry them out, which can hinder cooperation between members and hinder the achievement of company goals.

Efforts Made to Carry Out Management Functions

Information should be conveyed clearly and in detail by utilizing existing resources such as facilities and members. The information provided must be clear in what form the information is given, who is providing the information, and to whom the information is being given, so that it does not give rise to confusing and unclear information or news that might hinder the progress of the event. To understand what management and management functions are, a chairman should provide direction to each member through meetings. By presenting the work plan in the meeting, BES PPJA members become members. understand what must be done to achieve company goals. However, a chairman must continue to provide direction by mobilizing and supervising if there are deviations so that management runs well.

CONCLUSION

Based on the research results, it can be concluded that the POAC function has been implemented in the management of the Santri Executive Board at the Jagad 'Alimusirry Islamic Boarding School which is quite good . Activities in planning include establishing regulations, electing the BES PPJA president, work programs, and determining the budget. Organizing involves the process of dividing tasks and job desks as well as the BES PPJA structure. The

actuating function includes the realization of work programs in a ministry. Meanwhile, the controlling function includes direct supervision of the PSDM director by evaluating each work program. However, in several aspects of work there are still management functions that have not been implemented properly. The obstacle in implementing management functions is a lack of understanding about management and how to implement good management functions. Efforts need to be made to convey information clearly and in detail to avoid miscommunication,

Based on the results of this research, it is hoped that BES PPJA can better implement the POAC management function in the organization. So that it can minimize obstacles and missed communications between BES PPJA members and administrators. Apart from that, it is hoped that this research can be used as a reference for future research. The weakness of this research is that it does not examine students who are not BES PPJA members as a whole.

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