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INTERNALIZATION OF SOUL PANCA VALUES IN UNIVERSITY BUSINESS BASED ON DARUSSALAM BUSINESS UNIT OF DARUSSALAM GONTOR

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Abstract: Management functions are the basic elements that always exist and inherent in the management process that will be used as a reference by managers in carrying out activities to achieve the objectives of the world. Most management uses management functions (Planning, Organizing, Actuating and Controlling). This management principle is very widely used by small and large organizations, one of which is the University of Darussalam Business Unit which aims to further develop and manage their companies, thus almost all companies currently implementing and using management functions but, not a few also in each company that is truly competent in paying attention to management functions, as well as understanding in each individual in a company that does not understand the management functions especially for subordinates such as employees who work in the operational section.

There are problems with the University of Darussalam Business Unit that the implementation of management functions in the system here is not well implemented because there are several factors that inhibit, for example employees and staff who are here usually carry out their duties according to what they see and according to them beneficial and does not cause harm to the company. Because, in addition to this company implementing management functions, this company also instills in each employee the values of five souls namely, sincerity, simplicity, self-reliance and brotherhood.

The results of this study the company has implemented other companies in general, namely implementing management functions including planning, organizing, implementing and monitoring, in addition to the company implementing it all, the company has also embedded in each individual the values of the five souls that are not much even a few companies are out there that instill in each of their employees about the values of the five souls namely, sincerity, simplicity, implementation of self-reliance and brotherhood of fellow living beings..

Keywords: : Management functions, five-life values, strategy for planting five-soul values in the Business Unit.

1. Introduction

1.1 Background to the Problem of

Management in general is the process of determining the goals or objectives to be achieved and establishing the paths and sources used to achieve objectives that are as efficient and effective as possible (Syamsuddin, 2017). In order to achieve that, all organizations must really pay attention to what is important to do and apply to the company, the basic part that must be really observed by companies must implement management functions, why is that? because management functions are the basic elements that always exist and are inherent in the management process that will be made a reference by managers in carrying out activities to achieve goals (Umanansyah, 2015).

Management world mostly uses POAC management functions (Planning, Organizing, Actuating and Controlling) (Ramlan, 2017). The principle of management of this POAC is very much used by small and large organizations that aim to further develop and manage their companies, thus almost all companies currently implementing and using management functions but, not least in every company that is right really competent in paying attention to the management functions, as well as understanding in each individual in a company that lacks understanding of management functions especially for subordinates such as employees who work in the operational section. Usually it is caused by the lack of ability of superiors in understanding the employees in the company, resulting in management functions not being fully implemented and resulting in a company not being able to develop so that it cannot race and compete with other economic actors (Lestari M., 2013).

Implementation of management functions in general should be applied in every company, but here are very few companies that instill the five fivefold traits of PMDG, namely, soul of sincerity, soul of simplicity, soul of self, spirit of Islamic spirituality and spirit of freedom (Mitasari, 2017). The current research will be carried out in a business unit that is located and managed by the University of Darussalam which has implemented the five souls in each working group, where life in the university is inspired by the atmosphere that we can conclude in the five souls (Secretariat, 1997).

University of Darussalam Business Unit (U3) is one of the businesses built by campus institutions themselves, and this business is managed by lecturers, UNIDA students and also employees who work in each unit. This business (Kurniawan D, 2018). Was established to improve and advance an independent economy at the University of Darussalam itself. Before establishing this business, of course, there was a careful plan prepared by the leaders of the institutions which were then handed over to the U3 manager, after which there was something called organizing, implementing and controlling. In this business, of course, each individual without exception is responsible for implementing management functions that have been determined from the start. After all this was done all the business people in U3 instilled in themselves each of the five PMDG souls who should.

Planting the value of the five souls in the business unit will be very good if it is associated with the function of management, besides good business (Ari Anggara, 2016). It will also be more blessing in running a business in general and has a positive difference compared to the efforts that exist there. And can be seen at this time this business (Hastuti & Ari Anggara, 2017). Unit has begun to develop by looking at in terms of business additions under the name U3, as well as employees who began to increase from before.

Based on the description that has been described in the previous discussion, the researcher will conduct research with the title "**Internalization of Five-Life Values in Islamic Boarding School-Based University Business Unit Management**".

2. Theory basis

2.1 Internalization

Internalization is deepening, appreciation of doctrine, doctrine or belief or value that an awareness of the truth of doctrine or values embodied in the attitudes and behavior (Subiyantoro, 2017). Internalization is essentially a process of instilling a value in someone who will make a mindset in seeing the reality of experience.

Epistemologically internalization comes from internal or internal words which mean the inside or show a process. In the rules of Indonesian language internalization can be defined as appreciation, deep mastery that takes place through coaching, guidance, counseling, upgrading, and so on. Internalization is a process of deep understanding, mastery.

2.2 value

The word can be seen in terms of the value of the etymological and terminological, etymological terms of value is the price, degrees. Value is a measure to punish or choose certain actions and goals. While in terms of terminology, various formulations of experts can be seen. But it must be emphasized that value is an empirical quality that seems to be undefined.

So, the etymological value is the price / degree, and from the terminology is an empirical quality that is difficult to define but can still be understood by its substance. And value is the belief that makes a person act on the basis of his choice (Djayusman et al., 2019). According to Fraenkel, as quoted by Muhammad Faturrohman that value can be interpreted as a thought (idea) or concept about what is considered important for someone in his life.

2.3 *Understanding of Management*

definition of management is that: Management is a process that distinguishes planning, organizing, driving implementation and supervision, by utilizing both science and art, in order to complete previously set goals (Putra, 2015). Management as a field of science that seeks systematically to understand why and how humans work together to achieve goals and make this system of cooperation more useful for humanity.

Management is the main activity that distinguishes an organization from other organizations in providing services to humans (Dwi, 2012). The success of the organization in achieving its goals and social responsibility is largely determined by the role of the managers owned by the company. If managers are able to carry out their duties properly, then the organization in which these managers are sheltered is also expected to succeed in meeting the needs and goals of the organization.

2.4 *Definition of Management Functions*

While the management function according to Hamdan (1989: 9) is the activity of formulating objectives, determining the overall strategy on how to carry out the task of achieving the predetermined goals, establish a hierarchy of plans as a whole to integrate and coordinate the activities needed to achieve organizational goals (Jamaluddin, 2017). The effectiveness of the application of human resource management functions in a central role plays the role of a business organization. (2017, حرز الله)

From these definitions, the author concludes that management functions are a series of parts in management that must be applied so that the goals and vision and mission of the company can be achieved in accordance with what is desired, while the part in management is more concerned with (POAC), as follows:

1. Planning

Planning is the initial stage of the management system (Payaman, 2011). The function of planning (planning) includes organizing the goals of an organization, determining the overall strategy to achieve these goals, and developing a series of comprehensive plans to combine and coordinate various activities. (Judge, 2014) Strategic management literature refers to two directions on the concept of strategic planning. (2013, محمد)

For good planning in each program there are three categories in planning related to the period of time, namely:

- This short-term

planning plan looks at targets that are easier to realize, because economic projections are held to calculate more short-term goals can be trusted truth.

- Medium-term plan (4-year program)

This plan is a bridge between operational plans and long-term plans. Here the process of achieving long-term goals becomes clearer because the goals and objectives in all sectors can be coordinated and seen in relation to each other.

- Long-term plan (8-year program)

Long-term plans are general in nature and only mention the direction of the company's development or vision and mission. With this long-term plan, a company will know where the company's development will be directed.

2. Organizing

When the planning phase has been implemented, the next steps to be taken by the manager of the company is organizing. In organizing it is determined the forces needed to carry out the plan that have been arranged (Rico, 2015). Organizing is a process of determining, grouping, and managing various activities needed to achieve goals (Amalia, 2017).

After doing everything concerned with planning or programs (Firmansyah et al., 2019). To achieve something, then they need to design and develop an organization that will be able to successfully implement these programs (Masrury, 2016). Organizing such as:

- 1) Determination of resources and activities needed to achieve organizational goals.
- 2) Planning and development of an organization or working group that will be able to "bring" these things towards the goal.
- 3) Assignment of certain responsibilities.
- 4) Delegation of duties.

This function creates a formal structure where work is defined, divided and coordinated.

3. Actuating

According to George R. Terry, what is meant by implementation is: "Actions to try so that all members want to try to achieve the goals in accordance with the planning and efforts of the organization" (Jaka, 2016). Implementation management is the process of loading and gathering between the assessment and implementation of changes related to knowledge to achieve objectives that have been systematically and meaningfully developed. (الشيباني ، 2016) The

Implementation of management functions is indeed not the only element that determines the failure or success of a business, but nevertheless the people who sit in this management have an important role (Lestari M., 2013). Even more so in an organization that is not a collection of money capital but rather a collection of people. So that from many business units that fail a lot among those caused by chaos in the field of implementing its management functions.

4. Controlling

In management science, controlling (controlling) is an activity to match whether the operational activities (actuating) in the field in accordance with the plan (planning) that has been set in achieving the goal (goal) of the organization (Sentot, 2000). Thus, the object of supervision activities is regarding errors, irregularities, defects and negative matters such as the existence of fraud in all matters, violations and corruption.

Supervision is the process of observation from the implementation of all activities in an organization to ensure that all work being carried out goes according to the plan that has been carried out previously (Salmon, 2017). Supervision is a process to ensure that organizational and management goals can be achieved. This process is related to ways of making activities as planned. This understanding shows that there is a very close relationship between planning and supervision (Shodiqin, 2016).

5. Understanding the Five Spirits of (PMDG)

The main boarding values are the five spirits of Islamic boarding schools, because the essence of Islamic boarding schools lies in the content or soul, and not on the skin

(Alhamuddin, 2007). The role of the five souls in the Modern Cottage that animates every second of life in the cottage. One of the important roles of the five souls is as the philosophy of the modern student of boarding school life. And in the process of education, KH Imam Zarkasyi in his welcoming speech at the half-century gratitude reception and the inauguration of the Jami mosque 'Pondok Modern Gontor stated several inspired slogans of education from the five modern cottage souls. The education motto is: "High-minded, healthy body, knowledgeable, free minded (Songirin, nd).

Five souls have a very close relationship with the supporting factors in the implementation of the pattern of education and teaching in the modern cottage Gontor, and this is the values and spirit of education instilled by the founder of this cottage, Trimurti. So here will be explained the details of the five spirits, as follows:

- **Sincerity**

sincerity that is clean from selflessness and sincere sincerity, we work with sincerity, meaning not for certain people, not for certain groups, but we do charity, work, move and stepping up, of course accompanied by and inspired by prayer, may Allah SWT accept our charity, our efforts, and everything we do (Zarkasyi, 2014). Sincerity is the ability to convey ideas that apply behavior in a sincere and honest way that can be interpreted as authentic by others. (2017 ، البغدادي) Very many verses of the Qur'an, especially those that descended on Mecca, ordered humans to act sincerely. Because sincerity is very closely related to pure monotheism, true sincerity, and clear goals. And here is one of the words of God that was said to His Apostle:

"and who is better in religion than a sincere person surrenders himself to God, while he does good works, and he follows the Abrahamic religion that is straight ..." QS An-Nisa': 125

- **Simplicity**

Life in boarding school is filled with an atmosphere of simplicity, simplicity does not mean passive, does not mean also poor and destitute, it is in simplicity that there are strength values, ability to endure, and self-mastery in facing yourself in the face of life's struggles. Behind this simplicity radiates a great soul. Dare to go forward, never retreat, in all circumstances that confront. In fact, this is where life and the growth of mental and strong character, which is a condition for the success of the struggle in all aspects of life in terms of the struggle KH Achmad Sahal once said: "Sacrifice, Bondo bahu pikir Lek perlu Sak nyawane Pisan ". Among the ones that are often planted are even though they have nothing and are lacking but in the motto must be brave to live "Dare to Live Not Afraid to Die, Afraid to Die Don't Live, Afraid to Live Dead Only" (Sahal, 2018).

Basically, the soul of simplicity is in accordance with what was commanded by Allah SWT in His word:

"and those who spend (wealth) are not excessive, nor are they (miserly) and are (spending) in the middle between that way ". QS Al-Furqan: 67.

- **Self-Sufficiency**

Reliance is a self-help ability which is a powerful weapon that is provided by Islamic boarding schools to their students. Self-reliance is not only in the sense that student are able to learn and practice taking care of their own interests, but the hut itself is an educational institution that must be able to be self-sufficient so it never awakens its life to help or mercy from others. This is self sharing (both giving contributions and together). All work in the boarding school is done by clerics and student, there are no employees in the hut. "We are not advanced because of being helped, but helped because we are progressing".

- **Islamic Brotherhood**

Life in boarding school is filled with a familiar atmosphere of brotherhood. So that joy and sorrow are felt together in the fabric of brotherhood and religion. There is no wall

separating them, even though they are different in flow and politics. is not only as long as they are in the boarding school, but also affects the unity of the ummah in the community after the student from the boarding school.

This boarding school will continue to play a role in educating the intellectual and forming character of the children of the nation who will lead this nation and people in the future. In this case, it is also related to the slogan that Trimurti once and often said that: "Where ever the part of the Earth you stand, you must be responsible for its Islam.

In connection with this, Allah says in the Qur'an:

"And all of you hold on to the rope (religion) of Allah, and do not divorce you and remember Allah's blessings to you when you are (still Jahiliyah) enemies, then Allah unites your heart, then be you because of the grace of Allah those who are brothers, and you are at the edge of the abyss of hell, then Allah saves you from him. So God explained His verses to you, so that you could get a clue." QS Ali-Imran: 103. The

- **Freedom**

Free in thinking, and acting, free in determining the future, free to choose the way of life, and even free from all negative influences from outside the community. This free spirit will make the student big-spirited and optimistic in facing all difficulties in accordance with the values that have been taught to them in the boarding school. It's just that in this freedom we often find negative elements, namely when freedom is misused, so it is too free (Liberal) and results in the loss of direction and purpose or principle.

So this freedom must be returned to the original, namely free in the lines of positive discipline, with full responsibility both in the life of the boarding school itself, as well as in people's lives. From these definitions, the author concludes that management functions are a series of parts in management that must be applied so that the goals and vision and mission of the company can be achieved in accordance with what is desired, while the part in management is more concerned with (POAC), as follows:

3. Research Methods

3.1 Type of Research

As stated in previous discussion that, the research written is a type of qualitative research, it is used to examine the conditions of natural objects, (as opposed to experiments) where researchers are key instruments, data collection techniques are combined, data analysis is qualitative, and results emphasize meaning rather than generalization (Sugiono, 2014).

In this qualitative research the author can make observations inductively, because the purpose of this qualitative research is to achieve an understanding of how people perceive their life processes, give meaning and describe how people interpret their experiences.

3.2 Research Object

In this study the author has several research objects that are in University of Darusalam Business Unit to obtain data validity in perfect data processing. The object to be interviewed by the researcher is the main director of this business, which is the organizational actor and he who knows all that is concerned with this business unit including the management functions that have been applied to this organization.

3.3 Scope of Research

To clarify and ensure this research the author will focus on the issues that will be discussed at this time, at this time researchers have the scope of research so as not to become a widespread research. The following are some of the scope of research at this time: the research

1. The scope of carried out by the author is only limited to research on how to internalize the five soul values in the management of University of Darussalam business units which are only done to limit the scope of research and focus on related objects with the current research title.
2. In the current study the author only discusses how to internalize the values of the five souls in the management of the University of Darussalam business unit which will be obtained from interview methods, observations and company documentations to find out by analyzing how the internal values of the business unit management are internalized. and whether from the application of the management function there is a five-soul trait that is embedded in the nature of each individual actor of this organization.

3.4 *Population and Samples*

The population is a generalization area consisting of: objects / subjects that have certain quantities and characteristics set by researchers to be studied and then conclusions drawn. So one person can be used as a population, because one person has characteristics, such as his style of speech, personal discipline, hobbies, how to get along, his leadership and others. The population taken by researchers today are all organizational actors working at the current University of Darussalam Business Unit.

The sample is part of the number and characteristics of the population. If the population is large, and researchers may not be possible to learn all that is in the population, for example due to limited funds, limited energy and time, then researchers can use samples taken from that population. The sample chosen by researchers at the University of Darussalam Business Unit was the first director of this business unit, a manager, two staff, and then two business unit employees, so the total sample taken was six people, out of six people to be interviewed by the researcher as follows:

1. Managing Director
2. Two Company Managers S1 Service
3. Two Student Staff
4. One No Student Employee

3.5 *Data Collection Techniques*

To get the desired results the author must find and collect the right data, while the data collection techniques have several methods, namely:

1. Method observation

Nasution's (1988) states that, observation is the basis of all science. This method is carried out by researchers because it will go directly into the observation at any time, through observation the researcher learns about the behavior and meaning of the behavior.

2. Interview Method Interview

is a meeting of two people to get the information needed by interviewers from sources interviewed from question and answer, so that it can be constructed on a particular topic.

3. The Documentation Method

Documentation a record of several important events that have passed. Documents can be in the form of writing, pictures, or monumental works from someone. Documentation in the form of writing, such as diary notes, documents in the form of pictures, for example photographs, documents in the form of scientific works, for example in the form of works of art and others.

3.6 *Data Analysis Techniques Analysis of the data*

used by the author at this time using a method of analysis from Miles and Huberman (1984), which suggests that the activities in the analysis of qualitative data are carried out interactively and take place continuously until complete. The analysis uses three steps, namely:

1. Data Reduction

Data obtained from the field which amounted to quite a lot in this study need to be recorded in detail and carefully. Data reduction means choosing the main things, summarizing focusing on the important things, and looking for patterns and themes and making things unimportant. In this study the researcher will be guided according to the formulation of the problem and the objectives to be achieved.

2. Display Data

In presenting data in current qualitative research, research can be done in the form of a brief description, narrative, a chart of relationships between categories and types, it will facilitate researchers in understanding and planning the next work.

3. Conclusion Drawing

Conclusion drawing means drawing conclusions, where qualitative conclusions may answer the problem formulation at the beginning and even vice versa, because in qualitative research the problems studied are still temporary and can change according to development.

4. Results and Discussion

This type of research is qualitative, in qualitative research, the main data collection techniques are observation, in-depth interviews, documentation studies, and a combination of all three or triangulation (Kurniawan, 2019). It should be stated that the technique of data collection is by observation, it is necessary to state what was observed, and interview who will conduct the interview, then collect documentation studies from the Business Unit.

In this study, the author will divide the three stages, the first stage where the author will discuss the application of management functions, the second stage the author will discuss about planting the values of the Five Souls on employees carried out by the director, and the third stage is the strategy of planting the Five Souls that, from the three discussions, the researcher will conduct the University of Darussalam Business Unit, and this stage the author will provide sub according to the indicators used

4.1. Results and Discussion from the Application of Management Functions:

1. Planning Management

From the results of interviews with the respondents that the implementation of planning in the Business Unit is a work program in the form of writing.

2. Organizing management

From interviews, respondents one, two, four and six stated that the placement of employees in this Business Unit was based on selection. And respondents three and five stated that the placement of employees in this business unit was based on ability and compatibility.

3. Actuating Management

From the results of interviews with respondents that the implementation of the implementation of the Business Unit is by implementing existing ones in the work program in the form of writing.

4. Controlling Management

From the results of interviews, respondents one, two, three and two stated that the supervision carried out by the director of the Business Unit on employees is by reporting in writing every week. And respondents four and six

stated that the supervision of employees in this business unit is directly by the Business Unit manager.

4.2. Results and Discussion of Internalization of Soul Value in Business Unit Employees:

1. Soul of Sincerity
From the interview results, respondents one, two, five and six stated that the internalization of the value of sincerity carried out by the director of the Business Unit to employees was by giving lectures on sincerity. And respondents three and four stated by giving assignments.
2. The soul of simplicity
From the interview results, respondents one, two, five and six stated that the value of the simplicity internalization carried out by the director of the Business Unit to employees was from dressing and attitudes. And respondents two, four and five stated by providing makeshift facilities.
3. the Soul Self-Sufficiency
From the results of the interview, that respondents one, two, four, five and six stated that the internalization of the value of independence carried out by the director of the Business Unit to the employee is by giving the task to be completed independently. And the three respondents stated that they would have their own initiative in managing the Business Unit.
4. The Soul of Brotherhood
From the results of the interview, that one respondent stated that the internalization of the value of Brotherhood carried out by the director of the Business Unit to employees was by way of caring for each other. Respondents two, three, four and six stated by holding associations. And five respondents stated by working together.
5. Soul of Freedom
From the results of interviews, that one respondent stated that the internalization of the value of freedom made by the director of the Business Unit to employees is by freeing to react. Two, four and five respondents stated in a free-way in applying their respective knowledge. And respondents three and six stated by freely working and completing all the tasks given. All of these freedoms certainly remain under the supervision of superiors.

4.3. Results and Discussion of the Internalization Strategy of Soul Value in Business Unit Employees:

1. From the results of interviews with respondents that it was strategy internalization use values Life by director of Business Unit is to hold gatherings and recitals held each day were carried out after midday prayers. And in the gathering there were several activities such as prayer in congregation, reading the Qur'an together, memorizing short letters and then giving advice in the form of lectures from the director and manager of the Business Unit.
2. The reaction of all employees in this Business Unit with the existence of this strategy they accept gracefully.

5. Conclusion

Based on the answers obtained from the interviews about how the management function is implemented by the company director, how the company director instills the values of the Five Souls and the strategy of planting the values of the Five Souls in the Darussalam University Business Unit.

Based on the results of the research conducted, the writer can conclude that:

- 1) Application of management functions in the Business Unit of the University of Darussalam, the application of planning management to the Business Unit is car-

ried out by recording planning in the form of writing. The application of organizational management in the placement of employee positions is by using selection. Implementation management in the Business Unit in carrying out work for the organization, namely by doing what is written in the work program at the beginning of planning. Management control of the Business Unit that supervision is carried out by the company director to all employees and staff, namely by holding associations on a weekly and monthly basis, from the association the director controls the form of the report.

- 2) From the results of interviews, how company directors instill the value of soul sincerity to employees, namely by giving direction in the form of input about sincerity when the association and also the provision of work assignments in the form of responsibility. And the value of the spirit of simplicity of employees is by emphasizing on employees to use simple clothes with the nature of the cottage, and also by providing makeshift tools or facilities. And the value of independence is by giving them tasks in the form of work and it is recommended to be able to solve them themselves without any assistance from other parties. And instill a family spirit that is by holding a gathering once a week because the association can strengthen and arise a sense of family. And instill the spirit of freedom by giving freedom in applying an idea, innovation and expertise that they have.
- 3) And then the conclusions of the director strategy in instilling the values of the Five Spirit with employees, namely by holding recitals such as recitation together after the midday prayer and giving lectures on the values of the Five Souls carried out by the director of the company. The next answer about how all employees react with this strategy is to accept gracefully without coercion.

6. Suggestion

Here there are suggestions given by researchers about the application of business unit management functions, planting the values of the Five Souls to all employees by the director of the company and the director strategy in instilling the values of the Five Souls.

- 1 Based on the results of research at the University of Darussalam business unit, the researcher suggested that the implementation of management functions in the company should be emphasized and always paid attention to, so that the company could run and compete with other companies.
2. Planting the values of the Five Spirit on all employees, suggestions from researchers so that special planting will be done to each individual who is a company and not just instill with over time, but there is a special time for that, so that employees can better understand and apply quickly about the values of the Five Spirit.
3. Then the advice from the results of research on the strategy of planting the Five Soul values that the company does to all its employees so that attendance is held every day or three times a week at the time of the joint recitation such as joint recitation and when a lecture from the company director is held so that employees are more controlled and all can follow without exception, from there the company can find out who is not following and who is following.

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