

The Perspective of Islamic Education Management is Seen from The Management of George R. Terry

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Abstract

The perspective of management according to George R. Terry, 1958 in his book Principles of Management, where Planning Organizing, Actuating and Controlling (Supervision). Management involves planning, organizing, deploying, and controlling actions to achieve predetermined goals by utilizing human and other resources. Facts in the field show that there are many obstacles faced by Muslims related to education, especially in the managerial field. This research is to find out how Islamic Education Management from the management prefect George R Terry. The descriptive qualitative research method, the data source is in the form of literature data, the data collection technique used is to thoroughly read several research sources which then observe and sort the data in accordance with the research objectives. In carrying out management planning or planning is needed by various forms of organization, because this planning is the basic process of management in making decisions and actions. Organizing involves connecting individuals within an organization, assigning tasks, and integrating functions to ensure effective collaboration and goal achievement.. Actuating or execution is often also called actuating in the management process. The implementation is a continuation of the planning and organizing activities that have been carried out previously. Controlling is the last function of the management process that greatly determines the implementation of other management functions, because the role of supervision greatly determines the good and bad implementation of a plan that has been predetermined. Educational management is the process of planning, organizing, implementing, directing and supervising the efforts of members of educational institutions and the use of other resources in order to achieve the goals of an educational institution. Islamic Education Management must interpret the organization as a forum as a place for people to gather who have the same goals, vision and mission.

Keywords: Islamic Education Management; Management; George R. Terry.

Abstrak

Perspektif manajemen menurut George R. Terry, 1958 dalam bukunya Principles of Management, dimana Planning (Perencanaan) Organizing (Pengorganisasian), Actuating (Pelaksanaan) dan Controlling (Pengawasan). Manajemen adalah suatu proses yang khas yang terdiri dari tindakan-tindakan perencanaan, pengorganisasian, pengerahan, dan pengendalian yang dilakukan untuk mencapai sasaran yang telah ditentukan melalui pendayagunaan sumber daya manusia dan sumber daya lainnya). Fakta di lapangan menunjukkan bahwa tidak sedikit kendala yang dihadapi umat Islam terkait pendidikan terutama bidang manajerial. Penelitian ini untuk mengetahui bagaimana Manajemen Pendidikan islam dari prespektif manajemen George R Terry. Metode penelitian kualitatif deskriptif, sumber datanya ialah berupa data kepustakaan, teknik pengumpulan data yang digunakan ialah membaca secara menyeluruh beberapa sumber penelitian yang kemudian mencermati dan memilah data yang sesuai dengan tujuan penelitian. Dalam melaksanakan manajemen Planning atau perencanaan dibutuhkan oleh berbagai bentuk organisasi, sebab perencanaan ini merupakan proses dasar manajemen di dalam mengambil suatu keputusan dan tindakan. Mengorganisasikan (organizing) merupakan suatu proses menghubungkan orang-orang yang terlibat dalam organisasi tertentu dan menyatupadukan tugas serta fungsinya dalam organisasi. Actuating atau pelaksanaan sering juga disebut dengan pengerahan dalam proses manajemen. Pelaksanaan merupakan rangkaian lanjutan dari kegiatan perencanaan dan pengorganisasian yang telah dilakukan

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sebelumnya. Pengawasan (Controlling) adalah fungsi terakhir dari proses manajemen yang sangat menentukan pelaksanaan fungsi-fungsi manajemen yang lain, karena peranan pengawasan sangat menentukan baik buruknya pelaksanaan suatu rencana yang telah ditetapkan sebelumnya. Manajemen pendidikan merupakan proses perencanaan, pengorganisasian, pelaksanaan, pengarahan dan pengawasan usaha para anggota lembaga pendidikan dan penggunaan sumber daya lainnya agar mencapai tujuan suatu lembaga pendidikan. Manajemen Pendidikan Islam harus memaknai organisasi merupakan wadah sebagai tempat orang-orang yang berkumpul yang mempunyai tujuan, visi dan misi yang sama.

Kata Kunci: Manajemen Pendidikan Islam; Manajemen; George R. Terry.

A. INTRODUCTION

At this time, management is one of the most important parts of daily life. Management involves governance, leadership, and the effective use of resources to achieve specific goals. Quoting Terry's opinion, he said that: *management is a distance process consisting of planning, organizing, actuating, and controlling performed to determined and accountilish stated objectives by the use of human being and other resources*. According to George R. Terry, 1958 in his book *Principles of Management*, where *Planning Organizing, Actuating and Controlling*. Management is a typical process consisting of planning, organizing, deploying, and controlling actions carried out to achieve predetermined goals through the utilization of human resources and other resources).¹

According to Nanang Fatah, in relation to education, management means the process of cooperation between two or more people in an educational organizational unit by utilizing all human resources and other resources towards achieving certain educational goals. Educational management is a management process in the implementation of educational tasks by utilizing all resources efficiently to achieve goals effectively.² Islamic education management can be defined as "The process of using all the potential and resources owned by Muslims, both in the form of *softwear* and *hardwear*". The utilization is carried out through *teamwork* that prioritizes efficiency, effectiveness, and productivity in order to achieve the happy goals of this world and the hereafter (*fi al-darain*). However, if you pay attention to all the explanations put forward by experts about the functions of management, they have the same substance, especially from the purpose of management as a science and as an art. Talking about Islamic education management means that it cannot be separated from the functions and tools of management. When discussing the management function of Islamic education, it means talking about the management function in general. According to Robbin and Coulter, the function of management involves planning, organizing, leading, and controlling. The management functions mentioned by Robbin are often abbreviated by the word "POAC", namely; *planning, organizing, actuating, contolling*.³

Facts in the field show that there are many obstacles faced by Muslims related to education, especially in the managerial field. In addition, Human Resources (HR) as the driving force of the organization is also one of the problematic factors faced, not to mention funding issues. Facing the managerial reality that is not easy, Muslims should make radical changes related to education management by bringing a new paradigm. Based on what the

¹ Dwi, Rifaldi Syahputra and Nuri Aslami, "Prinsip-Prinsip Utama Manajemen George R. Terry," *Manajemen Kreatif Jurnal (MAKREJU)* 1, no. 3 (2023): 51–56.

² Nur Zazin, "Gerakan Menata Mutu Pendidikan : Teori & Aplikasi" (Yogyakarta: Ar Ruzz, 2011), 248.

³ Bambang and Surya Afdal, "Manajemen Pendidikan Islam Islamic Education Management," *Manajemen Pendidikan Islam Islamic Education Management* 1, no. 4 (2023): 107–14.

author has revealed in the background, in this article the author will discuss how Islamic Education Management from the management perspective of George R Terry. The purpose of writing this article is to identify Islamic Education Management from the perspective of George R Terry's management and then it is hoped that it can be used as something that can enrich the intellectual treasures of writers and readers in learning and teaching process activities, especially those related to Islamic education management.

B. LITERATURE REVIEW

Basically, education is like an experiment that will never be completed until any time, throughout human life in the world because this process is part of human culture and civilization that continues to develop. From an Islamic perspective, education has played an important role in the effort to produce reliable human beings who can answer the challenges of the times. Managerial is the pulse of institutions, especially higher education institutions. Whether or not an educational institution achieves the vision, mission and goals that have been set is greatly influenced by the leadership of an organization. The activities of an organization that manages, manages, governs are usually often called management. Education management refers to the management of activities specifically related to education.⁴

Etymologically, management means leaders, directors and administrators. Management comes from the English language, namely *manage* (verb) which has several meanings of driving, managing and commanding. Robin and Coulter define management as "The process of coordinating work activities so that they can be carried out efficiently and effectively with or through others". In Hadari Nawawi's view, management is a series of activities carried out by managers in managing organizations, institutions or companies. Sondang P. Siagian articulated that management is the ability or skill to obtain a result in order to achieve a goal through the activities of others. According to George R. Terry and Leslie W. Rue, the definition of management is "a process or framework, which involves guiding or directing a group of people towards the goals of the organization" this opinion considers that management is a process, which is a management process that consists of the implementation of management functions that lead to the goals of the organization. From the various definitions of management that have been put forward, it can be drawn a common thread that management is a series of processes that are carried out to achieve goals by considering effectiveness and efficiency in *teamwork*.⁵

According to Goerge R. Terry, there are four management principles, namely *Planning, Organizing, Actuating, Controlling* (POAC). Likewise, the Prophet PBUH reminded the ummah not to hand over the mandate to those who are not experts through His words: "If a matter (responsibility/mandate) is handed over to a non-expert, then wait for its destruction". The messages of the Prophet Muhammad (PBUH) contain a very deep meaning related to leadership from the lowest to the highest level. This leadership does not mean leadership in the political realm alone, but covers all levels of life leadership. This is what the Prophet PBUH hinted at through his words "All of you are leaders, and you will be held accountable for your leadership...".

⁴ S Haidar, "Restrictive Approach to Data Protection in the Gcc: Is the EU Gdpr a Potential Inspiration?," *Global Journal of Comparative Law* 13, no. 2 (2024): 227-44, <https://doi.org/10.1163/2211906X-13020005>.

⁵ M K Alshaleel, "The Extraterritoriality of the Gdpr and Its Effect on Gcc Businesses," *Global Journal of Comparative Law* 13, no. 2 (2024): 201-26, <https://doi.org/10.1163/2211906X-13020004>.

Islam as a religion of revelation (*tanzil*) teaches its people the importance of managerial. Allah SWT commands Muslims to entrust the trust to its members (Q.S. An-Nisa' 4:58). The expert referred to here is certainly a person who understands the responsibilities (*professionalism*) carried out when receiving the mandate (mandate). Allah SWT hints in His various verses about the managerial importance of an organization. Islam as a religion provides a deep ethical and moral framework, which can provide guidance in the implementation of effective and equitable management. The management of Islamic education ideally presents leadership in accordance with the goals of the Islamic teachings themselves. Where educational activities are designed in such a way to achieve the pleasure of Allah SWT, not only limited to things of a purely worldly nature but for the long term of the hereafter.⁶

The Qur'an's cues about management can be seen in various verses. One of the words that refers to the meaning of management is "*yudabbir*" and in the form of masdar "*tadbir*" (arrangement). This word in Ramayulis's view shows the same meaning as the essence of management. More details can be seen directly in the following verse, which means "He arranges affairs from heaven to earth, then it ascends to him in one day the rate of which is a thousand years according to your calculations" (Q.S. As-Sajdah 32:5) from the message conveyed in the above verse, it can be understood that Allah SWT is the ruler of nature. The order of this universe with its various systems shows proof of the greatness of Allah SWT in managing this universe. Humans created by Allah SWT as caliphs and servants on earth, should govern and manage this earth as well as Allah SWT manages this universe.⁷

Islamic education can be seen from a narrow and broad understanding. In a narrow sense, education can be interpreted as guidance given to children until adulthood. The broad understanding is that everything concerns the process of human development and development, namely efforts to develop and instill values for students, so that these values can form the character of the child who in turn becomes a smart, good, able to live and useful child for society. Islam is the source of the Islamic education and administrative system, its foundations and principles are not the past, present and future. He is not limited by time and place. The state established by Islam with its various apparatus, including its administrative machinery, is not a political state as known to people before and after the emergence of Islam, but a moral state, departing from the concept of power from the depths of the human heart. Changes in self and way of thinking and changes in outlook on life.⁸

Management in general is the process of determining goals or objectives to be achieved and determining the path and resources used to achieve goals that are as efficient and effective as possible. The same is true if it is associated with education. The response to these expectations, of course, cannot be separated from the efforts of the school to improve its performance, especially in compiling and implementing the management of educational organizations which of course have a great influence on the success of education. The quality of education preparation and implementation plays a crucial role in the success of agencies in general. In general, management activities exist in institutions or organizations that are directed to achieve goals effectively and efficiently. G.R. Terry explains that "*management is the performance of conceiving and achieving desired results by means of group efforts*

⁶ I A Ibrahim, "Introduction: Data, Data, and More Data What Is the Law Going to Do about It?," *Global Journal of Comparative Law* 13, no. 2 (2024): 137–47, <https://doi.org/10.1163/2211906X-13020001>.

⁷ Bambang and Afdal, "Manaj. Pendidik. Islam Islam. Educ. Manag."

⁸ Bambang and Afdal.

consisting of utilizing human talent and resources". The process involves directing and mobilizing human resources, along with materials, financial resources, methods, and markets, to achieve organizational goals.⁹

In general, as the management listed in the *principle of management* book, management consists of planning, *organizing*, *actuating*, and *controlling*. Usually, da'wah management is a process of planning tasks, grouping tasks, then directing towards task achievement. George R. Terry argues that the management function is a typical process consisting of planning, organizing, directing and controlling actions carried out to determine and achieve predetermined goals through the use of human resources and other resources.¹⁰ This is the essence of management, namely a systematic and coordinated arrangement in da'wah activities or activities starting from before the implementation to the end of da'wah activities. Therefore, the achievement of a goal does not only depend on good *planning* and organization, but also depends on *actuating* and *controlling*. Mobilization and organization are only strong foundations for the existence of a directed movement on the achieved goals.¹¹

C. METHODS

This research is part of descriptive qualitative methodology. The data source is in the form of literature data, and the data collection technique used is to thoroughly read several research sources, observe, and sort the data in accordance with the research objectives. The data analysis technique used involves comparative analysis, where several opinions are compared, and conclusions are drawn based on the comparisons.¹²

D. RESULTS AND DISCUSSION

The application of management functions applied in Islamic Education Management from G.R. Terry's management perspective includes planning, *organizing*, *actuating*, and *controlling* as follows:

1. Planning function (*planning*)

Planning is essential for all types of organizations as it forms the foundational process for making informed decisions and taking actions. Planning is needed in the type of activities, be it organizational, corporate or community activities, and planning exists in every management function, because these functions can only carry out the decisions that have been determined in the planning. Planning is the *process of setting objectives and determining what should be done to accomplishment*. Planning is basically a process of determining activities to be carried out in the future. This activity aims to manage various resources so that the results achieved are in accordance with expectations. This means that in the planning process there are efforts to use human resources, natural *resources*, and *other resources* to achieve goals. The success of an education cannot be separated from the planning of a quality

⁹ M Usman Efendi, "Manajemen Digital Library Sebagai Penunjang Belajar Bagi Siswa (Studi Kasus Di SMAN 1 Malang)/M. Usman Efendi" (Universitas Negeri Malang, 2011).

¹⁰ Alan and Anang Walian, "Penerapan Fungsi Manajemen Dalam Pengelolaan Panti Asuhan Peduli Anak Yatim Palembang," *Social Science and Contemporary Issues Journal* 1, no. 4 (2023): 755–61, <https://doi.org/10.59388/sscij.v1i4.396>.

¹¹ Syahputra and Aslami, "Prinsip-Prinsip Utama Manajemen George R. Terry."

¹² Haidar, "Restrictive Approach to Data Protection in the Gcc: Is the EU Gdpr a Potential Inspiration?"

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and directed educational institution. Quality education management will also produce quality generational outputs.¹³

According to Terry R, George, good management has at least four elements, namely; *Planning, organizing, actuating and controlling*.¹⁴ According to Roger A. Kauffman, *the process of setting goals or targets to be achieved or targets to be achieved and specify the path and the resources needed to achieve goals effectively and efficiently*.¹⁵ Bateman and Snell argue that *planning is specifying the goals to be achieved and deciding in advance the appropriate actions needed to achieve those goals*.¹⁶ According to Koontz, planning is an intellectual process that consciously determines the actions to be taken and bases decisions on the goals to be achieved, timely and reliable information, and paying attention to the forecast of future circumstances. So it can be concluded that planning is the process of determining activities that will be carried out in a certain period of time by utilizing existing resources to achieve the expected goals.¹⁷

In addition, the activities that will be carried out to achieve the goals should be based on the exact facts that have been collected and analyzed properly so that they can answer questions related to the planning process. The questions in question are 5W1H, namely: 1) What will be done, 2) Why is it done, 3) Who is doing it, 4) Where is doing it, 5) When is it done, 6) How to do it?.¹⁸ The scope of planning in education includes: 1) Planning from the time dimension, 2) *Long term planning* or within a period of 10 years and above, 3) *Medium Term Planning*: Within a period of 3-8 years, 4) *Short term planning*: Within a maximum period of 1 year, 5) Planning from the spatial dimension, 6) National planning, 7) Regional planning, 8) Spatial planning, 9) Project planning.¹⁹

Basically, an education plan in education management can be carried out in a way that is clearly in terms of direction and purpose and effective and efficient for the relevance of the curriculum content, if it is carried out with reference to a certain basis. A solid foundation is essential for developing and driving changes in education towards clear and maximum goals and directions. And having a solid foundation in planning is the main pillar of development in professional education.²⁰ This educational planning is very important in life so that there is a philosophical foundation in it, where this philosophical foundation is the view of life of a

¹³ Solehan Solehan, "Implementasi Pengembangan Manajemen Sumber Daya Manusia Pada Lembaga Pendidikan Islam," *JIIIP-Jurnal Ilmiah Ilmu Pendidikan* 5, no. 2 (2022): 607–13.

¹⁴ R Terry George and Leslie W Rue, "Dasar-Dasar Manajemen, Jakarta: Bumi" (Aksara, 2010).

¹⁵ Ika Kartika and Opan Arifudin, "MANAJEMEN KURIKULUM SEBAGAI UPAYA MENINGKATKAN MUTU PEMBELAJARAN PADA SEKOLAH MENENGAH ATAS," *Jurnal Al-Amar: Ekonomi Syariah, Perbankan Syariah, Agama Islam, Manajemen Dan Pendidikan* 3, no. 1 (2022): 81–94.

¹⁶ Iis Arifudin, "Integrasi Sains Dan Agama Serta Implikasinya Terhadap Pendidikan Islam," *Edukasia Islamika* 1, no. 1 (2016): 161–79.

¹⁷ Moh Arifudin, Fathma Zahara Sholeha, and Lilis Fikriya Umami, "Planning (Perencanaan) Dalam Manajemen Pendidikan Islam," *MA'ALIM: Jurnal Pendidikan Islam* 2, no. 02 (2021): 162–83.

¹⁸ Arifudin, Sholeha, and Umami.

¹⁹ Nanang Fattah and Budhi Pamungkas Gautama, "Penerapan Biaya Pendidikan Berbasis Activity-Based Costing Dalam Meningkatkan Mutu Pendidikan Di Perguruan Tinggi: Studi Kasus Di Universitas Pendidikan Indonesia," *Mimbar Pendidikan* 2, no. 1 (2017).

²⁰ Abdul Halim, "Perencanaan Strategis Pendidikan Agama Islam Dalam Meningkatkan Mutu Pendidikan Pada Madrasah Aliyah Qur'an Centre Kota Batam Kepulauan Riau," *Didaktika: Jurnal Kependidikan* 12, no. 3 (2023): 203–14.

person or society which is a basic concept, regarding what is desired and aspired to in his life, because the basis of planning is a universal human ideal.²¹

The stages in planning are basically all planning activities through four basic stages as follows, the first stage is to set goals or a series of objectives. Planning begins with decisions about the wants or needs of an organization or work group. Without a clear goal formulation, the organization will use resources ineffectively. The second stage is to formulate the current situation. Understanding the organization's current position of the goals to be achieved or the various resources available for the achievement of the goals is very important because the goals and plans concern the future time. The third stage is to identify all the easements and obstacles. All strengths and weaknesses as well as eases and obstacles need to be identified to measure the organization's ability to achieve goals. The fourth stage is to develop a plan or series of activities to achieve goals. The final stage in the planning process includes the development of alternative activities to achieve the goals.²²

According to Nanang Fattah and Husaini Usman, there are four models of education planning proposed by education experts, namely: First, the Comprehensive Planning Model, this model is mainly used to analyze changes in the education system as a whole. In addition, it serves as a benchmark in describing more specific plans towards broader goals. The second is the *Target Setting Model*, this model is needed in an effort to carry out projections or estimate the level of development within a certain period of time. In its preparation it is known: a. A model for analyzing demographics and population projections. b. A model to project the school's *enrollment* (number of students enrolled). c. A model to project the need for the workforce. The Third *Costing* and Cost-Effectiveness Model is often used to analyze projects in the criteria of efficiency and economic effectiveness. With this model, it is possible to identify the most flexible projects and provide the best comparison among the projects that are an alternative to the problems faced. The use of this model in education is based on the consideration that education is inseparable from the consideration that education is inseparable from the issue of financing. And, with a number of costs incurred during the education process, it is hoped that in a certain period of time it can provide certain benefits. The fourth PPBS (*planning, programming, budgeting system*) model means that planning, program preparation and budgeting are seen as an inseparable system from each other. PPBS is a comprehensive process for more effective decision-making.²³

Several experts provide definitions, including: Kast Rosenzweig (1979) stated that PPBS is a systematic approach that seeks to set goals, develop programs, to be achieved, find the amount of costs, alternatives and use a budgeting process that reflects long-term program activities.²⁴ Meanwhile, Harry J. Hartley (1968) stated that PPBS is a comprehensive planning process that includes budget programs as its main component. Based on the two definitions mentioned above, it can be concluded that: PPBS is a systematic approach. Therefore, to implement PPBS, an understanding of system concepts and theories is required. And PPBS is a comprehensive planning process. Its application is only possible for complex problems and in organizations faced with complex and comprehensive problems.²⁵

²¹ Annisa Lutfia, Udin Saefudin Sa'ud, and Deden Saepudin, "Servant Leadership: Responding the Challenges for Change in Higher Education," in *4th International Conference on Research of Educational Administration and Management (ICREAM 2020)* (Atlantis Press, 2021), 203–6.

²² T Hani Handoko, "Manajemen" (Yogyakarta. BPFE-Yogyakarta, 2003).

²³ Arifudin, Sholeha, and Umami, "Planning (Perencanaan) Dalam Manajemen Pendidikan Islam."

²⁴ Arifudin, Sholeha, and Umami.

²⁵ Arifudin, Sholeha, and Umami.

Educational planning is one of the government policies that is interrelated with other public policies. The function of every public decision is also integrated with other decisions that have taken place since Indonesia's independence. Politically, any decision at a certain level will go through the constitutional mechanism. In this case, the legislative function of the House of Representatives or MPR is very decisive for decisions regarding education as a whole, both at the macro and micro levels, because policies at the lower levels must be based on policies at the higher levels.²⁶

According to Pidarta, Indonesia's national education planning can be divided into three types, namely macro, meso, and micro planning. Macro planning is planning that includes the education of the entire nation. In general, it is handled by the central government. Or it can also be handled by a certain group but they are appointed by the central government and account for their duties to the central government as well whereas meso planning is planning whose scope is to cover a specific educational area, for example one province. The basis for meso planning is the result of different conditions and situations in an area. Educational planning for regions cannot be made the same, but adjusted to their respective situations, conditions and needs.²⁷ The central planning task is only as a protector, consultant and assessor. Microeducation planning is initiated by managers or teams of managers in their respective educational institutions. In developing the institution or improving the institution, each manager in the educational institution has the obligation to conduct micro-planning. This planning includes all sorts of activities within the institution. The basis of the authority to conduct micro-planning is the right of an education manager to control his institution and the flexibility of regulations from the central government. The flexibility of this rule is also based on the fact that educational institutions are not exactly the same in terms of conditions and situations.²⁸

Planning is the initial process to compile and set the goals of an educational institution that will be implemented in the near future. So that the essence of planning as a management function is decision-making by choosing alternative activities that will or will not be carried out so that efforts to pursue organizational goals take place effectively and efficiently.²⁹

2. Organizing function (*organizing*)

The term organization has two general meanings. First, as an institution or functional group, for example a company, a school, an association, government agencies. The second refers to the organizing process, which is how work is organized and allocated among the members so that the organization's goals can be achieved effectively. Meanwhile, the organization itself can be interpreted as a collection of people with a system of cooperation to achieve common goals. The next stage after completing the planning, it is necessary to prepare/group activities that will be carried out in the context of cooperation efforts.³⁰ The need for organization, grouping of responsibilities, arranging tasks, tasks for each individual who has responsibilities. B. Siswanto defines that organizing is the division of work that is planned to be completed for the members of the work unit, the establishment of effective

²⁶ Arifudin, Sholeha, and Umami.

²⁷ S Faakye, "Towards a Redefinition of Squatter Rights: Adverse Possession in Ghana and the United Kingdom," *Global Journal of Comparative Law* 13, no. 3 (2024): 304–24, <https://doi.org/10.1163/2211906X-13030002>.

²⁸ Made Pidarta, "Analisis Data Penelitian-Penelitian Kualitatif," *Surabaya: Unesa University*, 2005.

²⁹ Ramdanil Mubarak, "Pelaksanaan Fungsi-Fungsi Manajemen Dalam Peningkatan Mutu Lembaga Pendidikan Islam," *Al-Rabwah* 13, no. 01 (2019): 27–44.

³⁰ K S Al-Rashidi and C Walker, "The Kuwaiti Freedom of Information Act: The Construction of Constitutional Governance," *Global Journal of Comparative Law* 13, no. 1 (2024), <https://doi.org/10.1163/2211906X-13010001>.

inter-employment relationships between them, and the provision of a reasonable work environment and facilities so that they work efficiently.³¹

Organizing is a process of connecting people involved in a certain organization and integrating their tasks and functions in the organization. In the process, the division of duties, authorities, and responsibilities is carried out in detail based on their respective sections and fields so that synergistic, cooperative, harmonious, and harmonious working relationships are integrated in achieving the agreed goals.³²

In carrying out organizational tasks, there are several things that are considered by the organization's leaders, namely: 1. Providing the facilities, equipment, and staff needed to carry out the plan. 2. Classify and divide work into an organized organizational structure. 3. Establish a structure of authority and coordination mechanism. 4. Determine the working methods and procedures. 5. Select, train, and inform staff. Organizing is essentially a step to determine "who does what" must be clear in the organization. Clarity of individual or group tasks will give birth to responsibility. A leader must assign tasks to the right people, according to their position and competence, so that the work runs or is completed according to the expected quality.³³

Organizing in educational institutions means the entire process of division of duties and responsibilities and authorities including the allocation of resources and funds to those who are entitled in accordance with their respective duties and responsibilities without the intervention of managers.³⁴ Organizational functions, including the management of manpower, facilities and infrastructure, the division of duties and responsibilities, in integrated management. To carry out activities (such as identifying the types and duties of responsibilities and authorities and formulating rules in an organization).³⁵

Organizing is organizing. The meaning of this is a grouping as the people in it can be moved according to the rules of unity in accordance with the plan in achieving the goal. A solid foundation is essential for developing and driving changes in education towards clear and maximum goals and directions..³⁶

3. Drive Function (*Actuating*)

A solid foundation is essential for developing and driving changes in education towards clear and maximum goals and directions. *Actuating* itself is a movement. Movement is basically the action of a leader who guides and directs and moves all parts of the organizational structure in the implementation of the management process so that a goal is achieved and gets success.³⁷ According to George R. Terry, "Mobilization is to awaken and encourage all members of the group to be willing and strive hard to achieve goals sincerely and in harmony with the planning and organizing efforts of the leadership."³⁸

³¹ Iwan Aang Soenandi et al., "Perencanaan Pelaksanaan Abdimas Edukasi Pemanfaatan Teknologi Bagi Usaha Mikro Kecil Menengah (UMKM) Kelurahan Tanjung Duren Jakarta Barat," in *Sendimas 2021-Seminar Nasional Pengabdian Kepada Masyarakat*, vol. 6, 2021, 44–49.

³² Ujang Saepullah, "Cultural Communications of Islamic Boarding Schools in Indonesia," *AL-ISHLAH: Jurnal Pendidikan* 13, no. 3 (2021): 2188–2202.

³³ Hikmat Hikmat, *Manajemen Pendidikan* (Pustaka Setia, 2009).

³⁴ Mubarak, "Pelaksanaan Fungsi-Fungsi Manajemen Dalam Peningkatan Mutu Lembaga Pendidikan Islam."

³⁵ Riswel Asrita, "Manajemen Mutu Pendidikan Islam," *Hijri* 11, no. 2 (2022): 159, <https://doi.org/10.30821/hijri.v11i2.13072>.

³⁶ Syahputra and Aslami, "Prinsip-Prinsip Utama Manajemen George R. Terry."

³⁷ Syahputra and Aslami.

³⁸ M M Kosasih, "A. Model Pengorganisasian SDM," *PERENCANAAN DAN PENGEMBANGAN*, n.d., 27.

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From this third stage, this is the management function introduced by George R. Terry if correlated with Surah Al-Kahfi verse 2 that *Actuating* or mobilization is an action that carries out activities in carrying out a goal in the organization with good guidance and in line with the teachings of Islamic Sharia, surely Allah SWT provides an easy path and keeps away all the bad effects that occur. Believing that with righteous leaders who have faith in Allah SWT, capable of effectively directing, guiding, and communicating with subordinates, the management process can successfully achieve its goals. Meaning: "As a righteous guidance, to warn of a very painful punishment from the side of Allah and to give glad tidings to the believers who do righteous deeds, that they will be well rewarded."³⁹

Actuating or implementation is often also called mobilization in the management process. Implementation is a series of continuations of planning and organizing activities that have been carried out previously. In the management process, actuating (implementation/movement) is considered the most important management function. George R. Terry stated that implementation (actuating) in management is an effort to move members of a group or organization in such a way that they are willing to work and strive to achieve group goals and the goals of the group members, meaning that in addition to group goals, each individual will also strive to achieve their individual targets. Actuating/implementation is very important, because plans and organizing will never get the expected results without real activities as a real manifestation of implementation (actuating).⁴⁰ *Actuating* or implementation management is nothing but an effort to make planning a reality, namely by carrying out a series of briefing and motivational activities so that each employee or member can carry out activities optimally in accordance with their respective roles, duties, and responsibilities.⁴¹ The level of success in the implementation (*actuating*) of a program is related to several factors, including (leadership) *leadership*, (attitude and morals) *attitude and morale*, (communication) *communication*, (stimulus) *incentive*, (supervise) *supervision*, and (discipline) *discipline*.⁴² How the institution manages the existing management will greatly affect the quality of learning in it. If both are implemented well, it will be able to give a good impression to the parents of prospective students at the institution, so that they are interested in including their children in the institution. The function of the mobilization is to move and direct the implementation of the program. Actuation focuses more on human resource management. Therefore, *the actuating* function emphasizes more on the manager in directing and mobilizing all resources (human and non-human) to achieve the agreed goals.

Movement is an act to try to get all members of the group to strive to achieve goals in accordance with managerial planning and organizational efforts. So *Actuating* means moving people to be willing to work independently or consciously together to achieve the desired goals effectively. In this case, what is needed is leadership.⁴³ Mobilization is the activity of a manager in commanding, assigning, directing, directing, and guiding employees or organizational personnel to carry out work in achieving predetermined goals. Giving encouragement or actuating includes activities that managers do to initiate and continue activities set in planning and organizing so that goals are achieved. *Actuating* is an effort to

³⁹ Jawahir Tanthowi, *Unsur-Unsur Manajemen Menurut Ajaran Al-Quran* (Pustaka Al-Husna, 1983).

⁴⁰ Darsa Muhammad, "Implementasi Fungsi Actuating (Penggerakan/ Pelaksanaan) Dalam Manajemen Program Bahasa Arab Di MI Manarul Islam Malang," *Mahira* 2, no. 1 (2022): 13–32, <https://doi.org/10.55380/mahira.v2i1.194>.

⁴¹ Besse Marhawati, *Pengantar Pengawasan Pendidikan* (Deepublish, 2018).

⁴² Terry George and Rue, "Dasar-Dasar Manajemen, Jakarta: Bumi."

⁴³ Darmawati Harahap, "Filosofi Penggerakan Manajemen Pendidikan Islam," *Ittihad* 6, no. 1 (2022): 64–66.

move group members in such a way that they desire and strive to achieve organizational goals. This means stimulating group members to carry out tasks with enthusiasm and good will.⁴⁴ Planning is one of the absolute requirements for every organization or institution and for every activity, both individuals and groups. Without planning or *planning*, the implementation of an activity will experience difficulties and may even fail.⁴⁵

4. Supervision function (*controlling*)

In the world of education, the term "supervision" tends to be connotated with supervision activities, namely supervision activities carried out by a supervisor to assist a teacher in providing direction in the implementation of educational activities, namely in the teaching and learning process. But in fact the two terms – although in practice they are considered the same – there are differences, even though in the end the two terms are used in the same activity. The term "supervision" in this case tends to refer to one of the roles of a manager in management activities, otherwise known as controlling. Therefore, the term supervision can be understood as a small part of a manager's role (a small part of the control function). This means that supervision is coercion or compelling, which is a coercive process so that activities can be adjusted to the plan that has been set.⁴⁶

Correcting various irregularities and errors that occurred; This means that with supervision, corrective actions should be taken to correct irregularities or errors that occur, so that they do not continue to drag on, which can ultimately result in organizational losses. Third, it strengthens the sense of responsibility for employees or workers in carrying out the tasks they are entrusted with. To increase the sense of responsibility, a way can also be taken, namely if it is inevitable that there will be irregularities, then each party is obliged to make a written report about the irregularities. Fourth, to dynamize the organization and all other management activities; That is, with supervision, it is hoped that deviations can be prevented as early as possible so that each part of the organization is always ready and always tries so that mistakes do not occur on its part or in other words that each part is always in a dynamic and directed state with a stable management system.⁴⁷

Supervision is the last function of the management process that greatly determines the implementation of other management functions, because the role of supervision greatly determines the good and bad implementation of a plan that has been determined beforehand. All of these terms are more precisely as techniques in supervision activities. In general, supervision is the key to management success. Because of the supervision of an organization, planning, policies and efforts to improve quality can be carried out properly.⁴⁸

Supervision can be carried out vertically or horizontally, superiors can control the performance of their subordinates, as well as subordinates can make criticism efforts to their superiors. This method is termed an inherent supervision system.⁴⁹ Inherent supervision focuses more on awareness and sincerity in work. In general, supervision does not aim to find

⁴⁴ H Abe, "The Japanese Cooperation Agreement System in Practice: Derived from the U.S. Plea Bargaining System but Different," *Global Journal of Comparative Law* 12, no. 1 (2023): 1–35, <https://doi.org/10.1163/2211906X-12010001>.

⁴⁵ Harahap, "Filosofi Penggerakan Manajemen Pendidikan Islam."

⁴⁶ Nanang Fattah, "Landasan Manajemen Pendidikan," in *Landasan Manajemen Pendidikan* (Bandung: Remaja Rosda Karya, 2008), 102.

⁴⁷ Fattah.

⁴⁸ Mubarok, "Pelaksanaan Fungsi-Fungsi Manajemen Dalam Peningkatan Mutu Lembaga Pendidikan Islam."

⁴⁹ O Caudevilla, "Blockchain in Banking: Possible Use Cases and Benefits," *Global Journal of Comparative Law* 13, no. 2 (2024): 245–60, <https://doi.org/10.1163/2211906X-13020006>.

fault or punish the leader to his subordinates, but supervision has the purpose as a basis for the leader to determine policies and make strategic decisions, towards a better organization.⁵⁰

The purpose of supervision based on the concept of a management system is to help maintain results or outputs that are in accordance with the system. This means that through supervision of what has been stipulated in the plan and program, the division of duties and responsibilities, its implementation and evaluation, are always monitored and directed so that they remain within the provisions. *Controlling* or supervision and control is one of the management functions that seeks to hold assessments, make corrections to everything that has been done by subordinates so that they can be directed to the right path according to the goals. Supervision is researching and supervising so that all tasks are carried out properly and in accordance with existing regulations or in accordance with the job description of each individual.⁵¹

Supervision in education management has very diverse objectives, which in general are explained in the following ways:⁵² (a) ensuring the accuracy of implementation according to plans, policies and orders (applicable rules); (b) to order the coordination of activities. If there are many supervisory implementers, there should be no object of supervision carried out repeatedly, on the contrary, there are objects that have never been touched by supervision; (c) prevent waste and irregularities, Since supervision has the principle of protecting the community, the waste of funds borne by the community must be prevented by irregularities committed by the second party; (d) to ensure the realization of public satisfaction with the goods and services produced. The ultimate goal of a professional job is to create community satisfaction; (e) fostering public trust in organizational leadership. If the goods or services produced meet the quality expected by the community, then the community not only trusts in the service provider, but also in the institution that provides protection to the community and finally also believes in the leadership of the organization; (f) to know the course of the work whether it is smooth or not; (g) correct the mistakes made by the employee and try to prevent the recurrence of the same mistakes or the occurrence of new ones; (h) knowing the use of the budget that has been determined in the initial plan (*planning*) directed to the target and in accordance with the plan; (i) knowing the implementation of work in accordance with the program (phase/level of implementation); and (j) know the results of the work compared to those that have been determined in the planning.⁵³

The function of good supervision is to ensure that a job can be saved from failure, before it really happens, the leadership must ensure it through strict supervision. With it, leaders can measure the achievement of a program both in terms of the quantity of its achievements and its quality.⁵⁴ Thus, supervision in the context of educational institutions is an action to control the activities of the institution and at the same time as a correction to the previously established plan to prevent deviations. For every educational institution, quality is

⁵⁰ M I Abdulrahim Abdulla, "Use of Specialized Tribunals for the Settlement of Construction Projects in Times of a Financial Crisis," *Global Journal of Comparative Law* 12, no. 3 (2023): 256–79, <https://doi.org/10.1163/2211906X-12030002>.

⁵¹ Saepullah, "Cultural Communications of Islamic Boarding Schools in Indonesia."

⁵² S Jolly and D Abeyrathna, "Regulating Surrogacy as a Reproductive Practice in India and Sri Lanka," *Global Journal of Comparative Law* 12, no. 3 (2023): 300–324, <https://doi.org/10.1163/2211906X-12030004>.

⁵³ Tadjudin, "Supervision in Education Management."

⁵⁴ F M Berthier, "Access to Public Documents and Its Restrictions: A Reflection from the Perspectives of Brazil and Sweden," *Global Journal of Comparative Law* 12, no. 3 (2023): 280–99, <https://doi.org/10.1163/2211906X-12030003>.

a central issue that needs to be considered. According to Ismail, the implementation of quality management in the world of education requires good and professional management, good organizational management and the provision of adequate personnel in carrying out good processes so as to produce quality and high-quality outputs.⁵⁵

CONCLUSION

George R. Terry's model of management was written in the book *Principles of Management* which explains the principles and functions of management itself consisting of 4 (four) namely (1) Planning, (2) Organizing, (3) Actuating, (4) Controlling. These management principles are widely used by organizations or businesses as a fundamental guide to initiate and align their management processes, leading to the successful achievement of their goals.

Educational management is the process of planning, organizing, implementing, directing and supervising the efforts of members of educational institutions and the use of other resources in order to achieve the goals of an educational institution. The implementation of education management in schools is not only an individual task, but the task of all existing school residents must support each other and carry it out according to the plan.

Implementing management functions is crucial for overseeing and regulating a wide range of activities, including both formal and informal tasks. Activities in households, schools, organizations, communities, foundations, Islamic boarding schools and Islamic educational institutions in general for the realization of pre-planned activities. Because management is a cooperative activity, the participation of members of the organization is very important. An organization/institution will not run smoothly and smoothly if each member does not cooperate well with each other.

A series of management implementation activities carried out in the management of educational institutions based on their respective functions, all of which start from the ability to understand management functions, so that they are able to carry out organizational activities effectively and efficiently. Without understanding the functions of good management, the valley of Islamic education will not be able to bring an organization into a successful organization.

Educational management is the process of planning, organizing, implementing, directing and supervising the efforts of members of educational institutions and the use of other resources in order to achieve the goals of an educational institution. The implementation of education management in schools is not only an individual task, but the task of all existing school residents must support each other and carry it out according to the plan. The management of improving the quality of Islamic education in schools is an effort to improve the quality of Islamic education that focuses on customers (students/parents/communities), the involvement of all school components, qualified graduates, the commitment of all components in schools to achieve goals and continuous and continuous improvement efforts

The philosophy of Islamic education management is the ability to persuade people to achieve goals that have been set with enthusiasm. The essential element in an organization,

⁵⁵ Feiby Ismail, Abdul Muis Daeng Pawero, and Mardan Umar, "Education Planning and Its Implications for Education Policy during the Covid-19 Pandemic," *International Journal for Educational and Vocational Studies* 3, no. 2 (2021): 110–15.

namely the coherence of steps and movements, is based on clear instructions to achieve goals. Effective leaders tend to have relationships with subordinates who are supportive and increase confidence when using the group in making decisions. In carrying out the philosophy of Islamic education management, it must be interpreted as a forum as a place for people to gather who have the same goals, visions and missions. In madrasas, organizations have a very important role, because if the organization is seen as a process, then the organization is an activity to organize and establish working relationships between personnel. The obligations, authorities and responsibilities of each section or personnel included in the organization are arranged and determined into patterns of activities aimed at achieving the goals that have been set.

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