

Implementation of Management Functions at the Pesantren Community Vocational Training Centre in Blitar City

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Abstract

The presence of organizations in people's lives can help and make it easier for people to meet their needs. BLK Pesantren Community is an institution formed by the government so that Pesantren becomes a community that can economically empower the surrounding community. Because of that, the management of an institution becomes a necessity so that the goals can be achieved. This paper examines the implementation of the management functions of the Islamic Boarding School Community BLK in Blitar City, namely; Al-Muhsin Community BLK, As-Sunnah An-Nabawiyah Community BLK, and Bustanul Muta'alimin Community BLK. Data collection was carried out through interviews with the managers of the Islamic Boarding School Community BLK, the students, and the surrounding community. This research uses a qualitative descriptive approach. The results showed that the application of the management function of the BLKK-P management in Blitar City using the POAC management function theory was quite optimal. The Islamic Boarding School Community BLK has carried out four steps in the management function, namely; planning, organizing, actuating, and controlling.

Keywords: Management; Management Function; BLKK Islamic Boarding School

A. Introduction

Over time, the development of human needs in various ways requires to always fulfil these needs. The development of human life will be followed by changes in various matters relating to how to fulfil these needs. This will change the human mindset to use a better way than before. In fulfilling the needs of daily life, there is always a development. So that needs will be met with results that can cover these needs, therefore a balance occurs (Priyono, 2007).

According to Huseini et al, management is a potential, skill and ability in obtaining a result that is in accordance with the achievement of certain goals through certain activities (Husaini and Fitri, 2019). Meanwhile, George Terry argues that management is a typical process consisting of planning, organising, mobilising, and controlling actions carried out to determine and achieve predetermined goals through the use of human resources and other sources. From several opinions of experts, it can be concluded that management is a job to manage, lead, or direct, and utilise human resources or others to achieve planned goals (Yaya and Liya, 2018).

Currently, management is also widely applied in businesses, hospitals, formal and non-formal schools, universities, government, industry, banking, and others. It should be noted that to achieve organisational goals that use human resources and material resources can only be utilised effectively and efficiently by using management (Wijaya dan Rifa'I, 2016). In management, the implementation of all activities cannot be separated from the application of management functions. Management functions according to G.R Terry consist of planning, organising, actuating, controlling, and supervising. (Yaya dan Liya, 2018).

Balai Latihan Kerja Komunitas (BLKK) is a vocational training unit in a community in religious educational institutions and/or non-governmental religious institutions that have the task and function of providing technical production skills or vocational expertise to the community according to labour market needs. Through training programmes by BLKK, it is expected to accelerate the achievement of regional and national development through increased work competence and certification. (Kementrian Ketenagakerjaan Direktorat Jendral Pembinaan Pelatihan Dan Produktivitas 2021). BLKK is expected to be the backbone in producing workers, who are brought closer to religious educational institutions or non-governmental religious institutions. (Kementrian Ketenagakerjaan Direktorat Jendral Pembinaan Pelatihan Dan Produktivitas 2021). The Ministry of Labours has developed a training programme called Balai Latihan Kerja Komunitas (BLKK). Through the help of the BLKK, the government provides space for community components and communities to work together in programmes related to vocational training. (Kementrian Ketenagakerjaan Direktorat Jendral Pembinaan Pelatihan Dan Produktivitas 2021).

BLKK Pesantren (BLKK-P) is one example of a religious institution that received assistance. Development BLKK-P It is expected to produce human resources with character as well as entrepreneurial skills. With the establishment of BLKK-P, it can provide a good image of the Islamic Boarding School in the eyes of the community. This means that in the Islamic Boarding School, students are not only equipped with religious knowledge but also equipped with skills. So that students who have graduated can go directly into the world of work or entrepreneurship

(<https://ekonomi.bisnis.com/kemnaker-dorong-pembentukan-blk-komunitas-di-pondok-pesantren>).

In its implementation, BLKK-P is a vocational training institution that aims to empower the community or santri. Therefore, BLKK-P must have good management. This aims to avoid obstacles that will be faced and so that the training programme runs effectively and efficiently.

There have not been many studies related to BLKK-P. From the results of the article survey, it was found that studies related to BLKK-P were divided into two studies. First, studies that are service research. This study makes BLKK a location for service. Research in the form of this service is carried out in collaboration with the BLKK-P manager and academics. Wicaksono in his service became BLKK Al-Ittihad Malang as the subject of service. He provided videography training to the students and reported that with the teaching model Project Based Learning (PBL) the training was effective (Wicaksono & Nugroho, 2021). Accordingly, Azhari, in his community service research at BLKK API Nailul Muna Magelang, showed that graphic design training was effective with a high level of consistency in attendance. This is due to the emergence of encouragement from participants due to the ongoing pandemic situation. (Azhari et al., 2022).

Secondly, studies that see BLKK-P as an evaluative object. Some of these studies, for example, were conducted by Mardiyah. In her research, she found that the implementation of the BLKK-P programme was quite optimal. However, there are several inhibiting factors, the most basic of which is the lack of interest of the participants. (Mardiyah, 2022). Through the same perspective, Lutfi stated that the model or strategy of learning and teaching English taught at BLKK-P is in accordance with the ideal learning model. (Lutfi, 2020). A serious evaluation study was conducted by the Prakarsa Team. This team was officially appointed by the Ministry of Manpower to comprehensively evaluate the performance of BLKK-P. The research in the form of an evaluation report on BLKK-P for the 2017 and 2018 batches succeeded in mapping the performance of BLKK-P into four types, namely; type A (Very Good), B (Good), C (Bad), and D (Very Bad) with various indicators each. Of the 125 BLKK-P spread across Indonesia, there are BLKK-P that fall into categories C and D. Most of the BLKK-P fall into Type B and a small proportion of Type A. The results show that overall the programme is performing well.

These results show that overall the BLKK-P programme can be considered quite successful. (Maftuchan, 2020).

From the mapping mentioned, this research belongs to the second type. This research seeks to directly see the application of management functions carried out at BLKK-P in Blitar City. On the issue, research related to the application of management functions at BLKK-P has never been examined. Therefore, this research is important. With this research, it is expected that there will be several functional stages carried out by BLKK-P in managing its training institutions. Knowing the practice of management functions carried out by BLKK-P in Blitar City will become a model that is considered by other BLKK-P managers and also for various relevant parties in the context of better management of BLKK-P.

B. Literature Review

Management Concept

Management or managing is needed in every organisation or group in order to achieve the planned goals (Indah, 2022). The origin of the word management comes from to manage which means to take care of, some use the term governance. Management is the management of a business or in other words, managing, organising, fostering, leading so that the objectives of a business are achieved as desired (Yaya and Liya, 2018). According to the Kamus Besar Bahasa Indonesia (KBBI), management is the effective use of resources to achieve goals, or in other words, leaders who are responsible for the running of companies and organisations. (<https://kbbi.kemdikbud.go.id/entri/manajemen>). A term management has connotations with the words management and administration. The word management is a translation of management in English, but substantively does not represent, so the word management is standardised in Indonesian as management (Siti Farikhah, 2015).

George Terry states that management is a typical process consisting of planning, organising, mobilising and controlling actions carried out to determine and achieve predetermined goals through the use of human resources and other sources (Yaya Ruyatnasih and Liya Megawati). Harold Koonzt and Ciryly O' Donnel argue that management is an effort to achieve a certain goal through the activities of others. Thus, the

manager coordinates a number of other people's activities which include planning, organising, placing, mobilising and controlling (Yaya and Liya, 2018). Meanwhile, according to Malayu SP. Hasibuan, management is the science and art of managing the process of utilising human resources and other resources effectively and efficiently to achieve a certain goal (Yaya and Liya, 2018).

From some of the above definitions, it can be concluded that management is a job to manage, lead, or direct and utilise human resources or others to achieve planned goals. Management can also be said to be a science and art, which consists of planning, organising, directing, and supervising the performance of the organisation using existing resources to achieve goals and objectives. The performance in question is something that is achieved, such as target achievement, timeliness, profit, and others. Meanwhile, resources are inputs used to achieve this performance, which can be in the form of funds, human resources (HR), technology and raw materials (Dian, 2012).

Management Functions

To achieve management goals, it must be carried out effectively, work correctly (input-output oriented), and efficiently, have an orientation towards ways to achieve goals, and be able to maximise the functions of management. (Rheza, 2020). The objectives of the division of management functions include; systematic order of discussion is more orderly, easier to analyse the discussion, and guides the implementation of the management process by managers (Yaya and Liya, 2018).

According to experts, the management function is described as follows: According to H Fayol, the functions of management are planning, organising, giving commands or orders, coordinating, and supervising. According to George Terry, management functions consist of; planning, organising, mobilising, and supervising. According to Koontz and O'Donnel, the management function consists of planning, organising, staffing, directing, and supervising. Meanwhile, according to James Stoner, among others; planning, organising, leading, and supervising (Yaya and Liya, 2018).

Experts' opinions regarding management functions are very diverse. This does not need to be a debate about these differences, what needs to be known is the definition of functions and activities by each basic function. In this case, the author uses a theory that is

widely applied and often mentioned, namely the theory of George R Terry which states that there are four management functions, namely planning, organising, actuating, and controlling or commonly referred to as POAC (Yaya and Liya, 2018).

1. Planning

Planning is a function that includes the process of determining goals, product policies, services, tools, capital expenditures, locations, personnel, organisational relationships (Atiek and Ario, 2021). In its implementation, planning is an activity to determine the facilities and infrastructure that will be used in order to achieve the planned goals. Planning can also be said to be the result of thinking that leads to the future, which involves a series of actions based on a deep understanding of all the factors involved and which are directed towards specific goals (Yaya and Liya, 2018).

2. Organizing

After planning, the next step is to create an organisation to carry out the plan that has been formulated. Organising is done by dividing activities or work according to their respective fields (Yaya and Liya, 2018). Organisation aims to make it easier for managers to carry out more effective supervision and can determine the resources needed in each activity. Organising is a process that creates relationships between personnel, functions and physical factors so that the activities that must be carried out are unified and directed towards achieving common goals (Bejo, 2021).

3. Actuating

According to Terry and Leslie, directing or actuating can integrate the efforts of members of a group so that, with the completion of the tasks assigned to them, they fulfil individual and group goals (George R Terry and Leslie, 2014). All group endeavours require direction, so they will be successful in achieving group goals. Direction can be interpreted as an aspect of human relations in leadership that binds subordinates to be willing to understand and contribute their thoughts and energies effectively and efficiently to achieve predetermined goals. Therefore, the scope of direction is effective and efficient human resource management (Bejo, 2021).

4. Controlling

Controlling is the last function that must be carried out in management because through supervision it can be seen what results have been achieved, in this case it means that supervision will be able to measure how far the results have been achieved in accordance with what was planned. (Susilowati and Rossy, 2020) Supervision is an activity of determining what has been carried out in accordance with the objectives to immediately find out the possibility of deviations and obstacles, as well as making corrections to facilitate the achievement of goals. The function of supervision or controlling can ensure that the activities carried out can produce the desired results (Bejo, 2021).

Balai Latihan Kerja Komunitas Pesantren

The government of President Joko Widodo and Ma'ruf Amin is focusing on improving the quality of Indonesia's superior and advanced human resources (HR) who are tolerant, noble and loyal to the ideology of Pancasila, as one of the priority development programmes for the next five years. In line with this, a number of programmes are mandated to the Ministry of Manpower (Kemenaker). The Ministry of Manpower seeks to realise President Joko Widodo's vision-mission by conducting a series of innovations in preparing a competent and globally competitive workforce. In order for the quality of Indonesia's workforce to improve, it is necessary to improve the quality of its human resources. This can open up opportunities for Indonesian workers to get jobs both at home and abroad so as to reduce unemployment (Kementerian Ketenagakerjaan Direktorat Jendral Pembinaan Pelatihan Dan Produktivitas, 2021).

The Ministry of Manpower's commitment to preparing the Indonesian workforce to survive in a changing world and increasing global competition. One of the implementations is through the development of BLKK, which has been directly initiated by President Joko Widodo. BLKK is expected to become the backbone in producing workers, which is brought closer to religious educational institutions or non-governmental religious institutions. The development of BLKK also aims to provide technical production skills or vocational expertise according to labour market needs for the community and surrounding communities as a provision of skills in work or entrepreneurship

(Kementerian Ketenagakerjaan Direktorat Jendral Pembinaan Pelatihan Dan Produktivitas, 2021).

In developing this BLKK, the Ministry of Manpower involves the community to jointly design, develop and manage the types of training that can be carried out by BLKK. The management of BLKK is in accordance with the potential of the region, the environment and the talents of the learners and the local community. The Ministry of Manpower, in this case, develops training modules that can be implemented by BLKK, based on the Indonesian national competency standards. BLKKP is one example of a religious institution that received assistance (Kementerian Ketenagakerjaan Direktorat Jendral Pembinaan Pelatihan Dan Produktivitas, 2021).

BLKK is a vocational training unit in a community in a Non-Governmental Religious Education Institution which includes Islamic Boarding Schools, Seminaries, Prasmanan/Pesantian, Dharmasekka/Pabbajja Samanera and Shuyuan, and Non-Governmental Religious Institutions and Federations/Confederations of Trade Unions/Labour Unions that have duties and functions to provide technical production skills or vocational expertise according to labour market needs (Kementerian Ketenagakerjaan Direktorat Jendral Pembinaan Pelatihan Dan Produktivitas, 2021). BLKK was presented by the government through the Ministry of Manpower since 2017 by establishing 50 institutions. Then in 2018 75 institutions were established and in 2019 1,000 BLKKs will be established and train 100,000 people. For the first phase of 2019, assistance was provided to 500 institutions spread throughout Indonesia and have been verified to meet the requirements (Kominfo, [https://kominfo.go.id /kemnaker-dirikan-1000-blk-komunitas-tahun-2019](https://kominfo.go.id/kemnaker-dirikan-1000-blk-komunitas-tahun-2019)).

Based on the Minister of Manpower Regulation Number 21 of 2015, BLKK has the task of carrying out the development of training and empowerment for workers, and/or instructors and/or training personnel (Kementerian Ketenagakerjaan Direktorat Jendral Pembinaan Pelatihan dan Produktivitas, 2021). In carrying out the tasks as referred to in the task, BLKK has the following functions: (a) preparation of plans, programmes and budgets, (b) implementation of training and empowerment for workers, and/or

instructors of training personnel, (c) evaluation and preparation of reports; and (d) implementation of administrative and household affairs.

C. Research Methods

This research uses a qualitative approach, which is a type of research whose findings are not obtained through quantification procedures, statistical calculations, or other forms of methods that use numerical measures. Qualitative research is principally to understand the object under study in depth (Ajat, 2018). This research is descriptive qualitative which has the aim of investigating, finding and describing events or phenomena that exist in BLKK-P which focuses on the application of management functions consisting of four steps; Planning, Organising, Actuating and Controlling. The research was conducted at three BLKK-P in Blitar City, namely; BLKK-P Al-Muhsin located at Jalan Musi No. 6, Blitar City, BLKK-P As-Sunnah An-Nabawiyah located at Jalan Kapuas No. 20, Dawuhan, Blitar City, and BLKK-P Bustanul Muta'alimin located at Jalan Sungai Hili Timur No. 11, Kauman, Blitar City.

Data collection techniques used interviews, documentation, and observation. Interviews were conducted directly to BLKK-P managers, trainees and alumni. Documentation has two types, namely primary source documentation and secondary sources, primary source documentation is done by looking at archives of institutional documents and taking pictures or photos in the institution. While secondary sources are done by looking at archives or other supporting documents. Observation was carried out by observing human resource activities in the BLKK-P building. The data analysis technique used the concept of Miles and Huberman which consists of three stages, namely; data reduction, data presentation, and conclusion drawing or verification (Miles & Huberman, 1994). To test the validity of the data, this study used a triangulation model by looking for comparative data outside the existing data (Usman & Akbar, 2003). Triangulation was done by cross-checking between data sources and data mining techniques.

D. Result and Discussion

Profile of the BLKKP in Blitar City

BLKK-P Al-Muhsin was built in late 2018 and began operating in 2019. Located at Jalan Musi Number 6 Blitar City, precisely behind SMK 1 Islam Blitar City and one location with the Al-Muhsin Islamic Boarding School. BLKK-P Al-Muhsin is led by Rohman. Starting from the Ministry of Manpower's programme, which will build a total of 75 BLKK-P in all Islamic boarding schools in Indonesia. So that the pesantren management has the desire to establish an institution that has the aim of empowering students, alumni of students and the general public. Then the pesantren management held a meeting together with the caregiver of the pesantren to discuss the construction of BLKK-P Al-Muhsin. This BLKK-P focuses on the welding department, according to the analysis of the pesantren management, this department is most in demand by students who happen to be the majority of male students. In addition, the welding department has great opportunities in the world of the labour market. BLKK-P Al-Muhsin held around nine trainings, 2020 two trainings, and 2021 two trainings. The training is held for 24 days. BLKK-P is one of the BLKK-P that has conducted independent training, without funding from the government BLK Al-Muhsin also opens tiered training that uses fees from prospective trainees.

BLKK-P As-Sunnah An-Nabawiyah was established in 2019. Located at Jalan Kapuas Number 20 Dawuhan Blitar City, one location with As-Sunnah An-Nabawiyah Islamic Boarding School. This BLKK-P is led by Fuad Ngainul Yaqin. Starting from a notification from the Ministry of Manpower that there is a new programme, namely assistance in the construction of BLKK-P in all Islamic boarding schools in Indonesia, but only pesantren that have certain criteria to get this assistance. Then the pesantren management together with the pesantren caregiver held a meeting about the programme and submitted a proposal for the construction of BLKK-P. The management of Pesantren As-Sunnah An-Nabawiyah chose the Graphic Design department because the location of BLKK-P is strategic to the needs of the community and students and adapts to the times. BLKK-P As-Sunnah An-Nabawiyah provided training four times.

BLKK-P Bustanul Muta'allimin was built in 2019 and started operating in 2020. BLKK-P Bustanul Muta'allimin is located at Jalan Sungai Hili Timur No. 11 Kauman Blitar City. Led by Alfin Salam. The beginning of the establishment of BLKK-P Bustanul Muta'allimin came from information by the Ministry of Religion which is a programme of the Ministry of Manpower that there will be assistance in the construction of BLKK-P in Islamic Boarding Schools. Then the board of the pesantren held a meeting together with the caregiver of the pesantren regarding the programme and submitted a proposal to the Ministry of Manpower to get assistance for the construction of BLKK-P. Pondok Bustanul Muta'allimin, which happened to have a fish pond and a business in the fisheries sector, chose the fishery product processing department. The training was held three times in 2020, twice, and once in 2021. The training is carried out for 24 days.

Implementation of BLKK-P Management Functions

1. *Planning*

Planning is the premise of a goal and the preparation of steps to achieve a goal. In planning, managers have an important role in preparing these steps. Without a plan, the BLKK-P will run without knowing the goals and targets that must be achieved. Based on the results of the research, the three BLKK-P in the form of planning is a deliberation or meeting attended by the board of pondok pesantren, the caregiver of the pondok pesantren, and the BLKK-P. related to this planning, the Head of BLKK-P Al-Muhsin said: "Awal mula berdirinya BLKK-P Al-Muhsin, kami diundang pak kiai untuk musyawarah mendirikan BLKK-P di pesantren ini. Beberapa hari kemudian sebagai tindak lanjut dari hasil musyawarah tersebut kami dan tim melakukan rapat untuk merencanakan berdirinya BLKK-P." (Interview with the Head of BLKK-P Al-Muhsin, 2022)

The implementation of the planning function at the beginning of *BLKK-P* was also conveyed by the Head of BLKK-P As-Sunnah An-Nabawiyah: "Setelah proposal pendirian BLKK-P disetujui dana pesantren ini masuk sebagai penerima bantuan, kami langsung melakukan rapat perencanaan untuk menindaklanjuti pemberian bantuan tersebut." (Interview with Head of BLKK-P As-Sunnah An-Nabawiyah, 2022). In line with the implementation of the planning function carried out by BLKK-P previously, the Head

of BLKK-P Bustanul Muta'allimin also said: *"Bermula dari informasi dari Kementrian Agama yaitu Kemenaker akan mengadakan pembangunan BLK di pondok pesantren yang sudah memenuhi kriteria. Kemudian kami melakukan rapat dengan pengasuh pesantren dan pengurus pesantren mengenai rencana pembangunan BLKK-P di pondok ini"* (Interview with the Head of BLKK-P Bustanul Muta'allimin, 2022).

Based on the data above, the pesantren management has conducted careful planning to establish BLKK-P. The planning function applied by BLKK-P includes; setting the goals and objectives of the training program, selecting majors in the training program, determining the vision and mission of BLKK Komunitas Pesantren, forming the organisational structure of BLKK Komunitas Pesantren, selecting instructors, membership and training implementation schedule (Interview with the Head of BLKK-P Al-Muhsin, 2022). Planning related to goals and objectives is adjusted to the majors to be opened. Determination of majors is based on market trends and the potential of pesantren. The determination of the vision and mission is designed to accommodate the orientation developed. Likewise, the organisational structure and governance. All of these elements have been carefully planned in the BLKK-P establishment proposal in detail. This shows that the planning function had been carried out by the three BLKK-P before the BLKK-P was established.

The proposal that was made in detail and carefully and through deliberation is an application of the first management function, namely planning. According to Suhardi, planning is an activity process in determining how to achieve the best goals so that these activities run efficiently and effectively. Planning is made as an effort to formulate what an organisation or company wants to achieve and how something to be achieved can be realized through a series of formulations of certain activity plans (Suhardi 2018). Supriyatna in an article written by Atiek suggests that planning is a function that includes the process of determining goals, policies, goods, services, equipment, expenses, schedules, locations, personnel and organisational relationships (Atiek and Ario 2021).

2. Organizing

Organizing is the second step after planning. Organising is the implementation of the plans that have been formulated. In this stage, the distribution of work and tasks is

carried out and there is coordination in order to achieve organisational goals. Regarding this function, the head of each BLKK-P Al-Muhsin said: *"BLKK ini ada di bawah pondok pesantren, oleh karena itu pak Kiai otomatis menduduki jabatan sebagai pembina. Kalau untuk struktur organisasi BLKK-P, di sini saya sendiri selaku kepala BLKK-P, kemudian ada Bidang Pelatihan, bidang Quality Control, Bidang Administrasi, dan Instruktur beserta asisten dan lima pegawai lainnya. Mereka mempunyai tanggung jawab atas tugasnya masing-masing"* (Interview with the Head of BLKK-P Al-Muhsin, 2022). One of the employees of BLKK-P As-Sunnah An-Nabawiyah also said: *"Di dalam struktur organisasi BLKKP As-Sunnah An-Nabawiyah sendiri ada Kepala BLK, kemudian sekretaris dan dua instruktur."* (Interview with an employee of BLKK-P As-Sunnah An-Nabawiyah, 2022). This was also the case with the Head of BLKK-P Bustanul Muta'allimin: *"Kebetulan saya sendiri Kepala BLK, kemudian ada kepala bidang pengelola pelatihan, instruktur dan dua pegawai lainnya"* (Interview with the Head of BLK Komunitas Bustanul Muta'allimin, 2022).

Based on the data above, the three BLKK-P have performed the organizing function. They have formed an organisational structure in accordance with their authority, ability and expertise in their respective fields. The organisational structure of Al-Muhsin Community BLK consists of the Community BLK Supervisor, Head of Community BLK, Head of Training, Head of Quality Control, Head of Administration, Instructors and Assistant Instructors. Then the organisation structure of As-Sunnah An-Nabawiyah Community Training Centre consists of Community Training Centre Trustees, Head of Community Training Centre, Secretary, and Instructors. Meanwhile, the organisation structure of the Bustanul Muta'allimin Community BLK consists of the Community BLK Supervisor, Head of Community BLK, Training Manager, Instructors and Members. The topmost structure is the Supervisor and it is directly occupied by the caregiver of the pesantren.

Organising is not just the process of creating relationships between personnel, functions and physical factors so that activities must be carried out, united, and directed towards achieving common goals (Bejo, 2021), and also what George Terry said in an article written by Widya that organising is an activity of compiling and forming a cooperative relationship between people and each other so that a unified

effort is realized to achieve predetermined goals. (Widya et al.2020), through the creation of an organisational structure. But organisation is determined by the top organisational structure that is responsible for the functioning of the organisation. In the organisational structure of BLKK-P, Pak Kiai as a coach confirms that Kiai plays an important role in running the organisation. Although there is a Head as a technical executor, but in the pesantren system the full authority is with the pesantren caregiver. Therefore, the real manager in BLKK-P is a Kiai. A Kiai must have a good leadership spirit.

Leadership has a vital role for the success of the organisation in achieving its goals. According to Chapman quoted by Dale Timple (Bhernanda and Dede, 2022), effective leadership depends on strong principles including communication, motivation, leadership skills, decision making, and positive power. Jeck Welch in an article written by Anung said that a leader is a person who can inspire with certain expectations about how things can be done in a better way (Anung, 2013). Kiai as the main leader in a pesantren must have the ability to manage institutions in the pesantren. Kyai has a very important role in the three BLKK-P in Blitar City, namely being the coach of the Pesantren Community BLK. The role of the Kyai includes determining a policy that has full authority. This is because it was the Kyai who pioneered, founded, managed, cared for, led and also became the sole owner of the pesantren (Yasmadi, 2002). Kyai is a leader who is believed to be able to change the work environment, work motivation, work patterns, and work values felt by subordinates so that they are better able to optimise performance to achieve organisational goals (Zainudin, 2017).

3. *Actuating*

Actuating is an attempt to realise planning and organisation. All organisational efforts require direction. That way it will succeed in achieving organisational goals. The real form in implementing a plan at the three BLKK-P in Blitar City is the implementation of training and motivation for the managers of the three BLKK-P. Based on an interview with the instructor of BLKK-P Al-Muhsin, he said that this BLKK-P conducted training from the government assistance programme in 2019 for nine trainings, in 2020 for two trainings, and in 2021 for two trainings. The training is

carried out for 24 days. BLKK-P Al-Muhsin has also conducted independent training, without government assistance. BLKK-P Al-Muhsin also opens tiered training that uses fees from the trainees. BLKK-P Al-Muhsin also collaborates with the Blitar City government to train prisoners. Then cooperate with overseas labour senders or migrant workers in the field of welding. Then the tangible manifestation of the provision of motivation and direction is in the form of support provided by the Pesantren Caregiver related to the development of BLKK-P Al-Muhsin to the Head of BLKK-P Al-Muhsin to keep updated in the development of BLKK-P (Interview with BLKK-P Al-Muhsin Instructor, 2022).

The actuating function is also carried out by BLKK-P As-Sunnah An-Nabawiyah in the form of training from government programmes that have been carried out 4 times, the training is carried out for approximately 30 days. Regarding the development of programs other than from the government, namely by utilising the workshop building. For example, training in making hand sanitiser, mobile phone service, writing training, koi fish farming training. Then there is cooperation with several institutions such as Anshor Fatayat Blitar City regarding Graphic Design training. This training is temporary which is usually held for only one day or a maximum of three days. Then the real form of providing motivation for the management of BLKK-P As-Sunnah An-Nabawiyah is the support of the Pesantren Caregiver regarding the hope of empowering the students in particular and the community, providing motivation during the evaluation meeting (Interview with Secretary of BLKK-P As-Sunnah An-Nabawiyah, 2022).

Meanwhile, the function of directing or mobilising is carried out by BLKK-P Bustanul Muta'allimin in the same form as the implementation of training which was held three times in 2020 twice, and in 2021 one training was held. The training was held for 24 days. BLKK-P Bustanul Muta'allimin does not conduct programme development. However, it has a cooperation partner with Griya Kaloka as an internship place for alumni trainees. BLKK-P Bustanul Muta'allimin holds internal events or activities such as mayoran or a big cook held by the alumni of the Pondok and BLKK-P Bustanul Muta'allimin which then the results of the cooking are eaten together with all Pondok residents. In this case, BLKK-P Bustanul Muta'allimin makes

use of the facilities and infrastructure of the BLKK-P building when there is no training programme from the government. Providing motivation and evaluation from the pesantren caregiver or Pak Kiai is carried out during the meeting, the purpose of giving motivation because BLK is one of the priorities in the Pondok (Interview with Member of BLKK-P Bustanul Muta'allimin, 2022).

What the three BLKK-P did showed that the actuating function had been carried out. This third stage of the management function is very important in moving the organisation. This stage serves to increase the sense of responsibility of employees in carrying out tasks properly and correctly. Therefore, a manager or leader gives clear orders and instructions to be carried out, then asks for reports and accountability for his work, then gives a warning if he makes a mistake and gives praise if the work done is in accordance with the applicable rules (Elbadiansyah, 2023). This management function is important as a concrete manifestation in implementing a plan at the three BLKK-P in Blitar City, namely the implementation of training and motivation for the managers of the three BLKK Pesantren Communities in Blitar City. Irenius in an article written by Farhan stated that the benefits of implementation or mobilisation are directing members to carry out their main tasks in accordance with their skills and the availability of quality human resources (Farhan and Hapzi 2022).

4. *Controlling*

Controlling aims to find out whether the work carried out is in accordance with the target or planning that has previously been set. In supervision, the entire series that has been planned, organised, and driven, is controlled and evaluated so as not to deviate from the expected target. In this supervision activity at BLKK-P, supervision is carried out by a team from the Ministry of Manpower, as stated by the Head of BLKK-P Al-Muhsin: *"Program pelatihan ini dari pemerintah maka ada tim dari Kemenaker yang melakukan evaluasi secara periodik, setiap akhir kegiatan pelatihan dengan membuat laporan yang disampaikan kepada BLK Pembina yang berlokasi di Solo dan pada saat tertentu ada audit untuk mengecek kesesuaiannya dengan SOP"* (Interview with the Head of BLKK-P Al-Muhsin, 2022). The monitoring conducted by the Ministry of Manpower team was carried out suddenly without notice. *"Kalau memantau itu misal ada pelatihan itu pihak BLK Solo datang kesini pas kegiatan pelatihan berjalan tanpa ada pemberitahuan"* (Interview

with the Head of BLKKP As-Sunnah An-Nabawiyah, 2022). The supervisory function was also described by the Head of BLKK-P Bustanul Muta'allimin: *"Dua tahun kemaren yang membina dari BLK Solo, setiap kali pelatihan mulai dari persiapan, perencanaan dan juga pelaksanaan pelatihan ini selalu di pantau. Tim BLK Solo terjun ke lapangan biasanya ada tiga sampai empat kali untuk memantau jalannya pelatihan"* (Interview with the Head of BLKK-P Bustanul Muta'allimin).

Based on the data above, the supervision function at BLKK-P Blitar City is carried out by a team from the Ministry of Manpower who are members of the BLK Pembina in Solo. This supervision is carried out with two events, namely; (1) by checking directly to the location to see the ongoing activities and ensure that the training activities are running according to the SOP, and (2) requesting an activity report every time the training activity is completed. From the supervision model carried out by the government, the BLKK-P manager automatically conducts supervision. This is done to ensure that the supervision carried out by the government gets satisfactory results.

The supervision applied is also carried out through the evaluation of students after they have attended training. This training is not only to measure the skills and expertise of the participants, but also to measure the ability of the instructors, and the management in general. At BLKK-P As-Sunnah An-Nabawiyah, the graphic design programme is explained; *"Evaluasi untuk peserta diadakan setiap seminggu sekali akhir pekan berupa praktek, kelulusannya niku mempresentasikan desain yang sudah dibuat, kemudian diujikan, dan disuruh mempraktekkan, dan kita juga menghadirkan praktisi dari luar untuk memberi penilaian"* (Interview with BLKKP As-Sunnah An-Nabawiyah Trainee, 2022). While BLKK-P Bustanul Muta'allimin, which majours in making processed food, describes; *"Dan untuk para peserta pelatihan evaluasi yang dilakukan oleh pihak kami yaitu diakhir pelatihan membuat menu atau hasil olahan dari ikan kemudian mempresentasikan olahan tersebut"* (Interview with BLKK-P Bustanul Muta'allimin Trainee, 2022). *"Evaluasi untuk mengukur kemampuan peserta juga dilaksanakan oleh Kemenaker sendiri, yaitu ujian LSP, ujiannya resmi untuk menyaring peserta yang mempunyai skill bagus kemudian diajukan ke LSP"* (Interview with BLKK-P Al-Muhsin Training Alumni, 2022). Through the examination results of the trainees, BLKK-P conducts an overall

evaluation, because the core of BLKK-P's success lies in it's alumni. One measure of success is the participation of alumni in the exam held by the Ministry of Manpower through the Professional Certification Agency (LSP).

From the data exposure, the three Blitar City BLKK-P have carried out the supervisory function in the form of internal and external. Internal supervision is carried out by basing it on the exam results of trainees or alumni. While the external is carried out by a team from outside, namely the BLK Pembina which has been appointed by the Ministry of Manpower to conduct supervision. Supervision is a structured effort in setting work standards and planned goals, creating a feedback information system, comparing previous performance, looking for deviations and the severity of each deviation, and taking the necessary actions to determine that all company resources are utilised effectively and efficiently to achieve company goals (Suhardi, 2018). Stephen Robein in an article written by Rifki, suggests that supervision is the process of following a series of activities to supervise the course of work, so that the work can be completed perfectly as previously planned, and get some interconnected thoughts improved (Rifki and Jaka, 2016). Through the supervisory function, the management of an organisation is expected to be well guarded so that quality can be maintained, and ultimately in accordance with the predetermined objectives.

E. Conclusion

The implementation of the management function of BLKK-P management in Blitar City using the POAC management function theory is quite optimal. This can be seen with the following details 1) planning, the three BLKK-P in Blitar City have done so in the form of deliberations or meetings attended by the boarding school administrators and their caregivers which are carried out continuously in order to plan the establishment of the BLKK-P. In addition, when BLKK-P was already established, development planning meetings were also held. 2) organising, the three BLKK-P in Blitar City at this stage have formed an organisational structure in accordance with the authority, ability and expertise in their respective fields and placed Pak Kiai as a coach. 3) mobilising or directing (actuating), the three BLKK-P in Blitar City realised planning and organising, namely by

implementing training activities and providing motivation by pesantren caregivers to the managers of the three BLKK-P in Blitar City. 4) controlling, the three BLKK-P conducted an evaluation by making a report in the middle and at the end of the training. Evaluation is also carried out in the form of a competency test at the end of the training. With these findings, it is hoped that other BLKK-P spread across Indonesia can reorganise their management functions so that the mission of community economic empowerment through pesantren can be maximally realised.

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