

ANALYSIS OF ABILITY *PEOPLE MANAGEMENT* IN GUIDING THE NEW STUDENTS AT PONDOK PESANTREN MODERN GONTOR

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Abstract: *People management is a term that is part of human resource management theory. People management is defined as a leader's ability to motivate, organize, and direct the people he leads to increase work productivity and encourage professional growth. Mastery of people management skills for leaders will make the people they lead feel comfortable working together, disciplined and professional so that organizational goals can be achieved. In this case, the researcher is interested in studying the people management skills of the mudabbir in leading their members, especially new students, on the grounds that new students need extra attention, motivation and guidance because not a few new students do not feel at home and want to stop when they see the new environment in the cottage. The aims of this research are (1) To describe and analyze the "People Management" abilities possessed by the Board of Directors in guiding new students at Gontor Modern Islamic Institution (2) To describe and analyze the obstacles faced by the Board of Directors when implementing "People management" in guiding new students at Gontor. (3) To describe and analyze what strategies are carried out by the Board of Directors to maximize "people management" in guiding new students at Gontor. (4) To describe and analyze the impact of "People Management" of the Board of Directors in guiding new students at Gontor. This research is qualitative by conducting field research to obtain concrete data. The data collection is used to provide solutions to the problems posed. The solution is the result of research and analysis of the data obtained. Researchers conclude that the ability of "people management" owned by the Board of Directors is focused on the basic global skills of "people management". In doing various kinds of work, it is necessary to have the ability, as well as in providing guidance, because with that ability it will result in a person's effectiveness in completing his work. As a hostel administrator, of course, he has his main inhibiting factors in guiding new students, such as not being able to allocate time, then when running activity programs, they often get good evaluations from members, friends, and supervisors, this makes it difficult for them to go down as a whole in the boarding school. Hostel. The strategy taken by the Board of Directors to maximize "people management" in guiding new students is to be a good example or role model for them first, then with assignments, and weekly evaluations to maximize guidance. The impact of the "People Management" of the Board of Directors in guiding new students is that a dormitory*

administrator feels satisfied because his students can succeed with the guidance he does in a few months, which previously could not then become able. The author suggests that the Board of Directors should be able to create a dormitory environment that varies from daily, weekly, or monthly activities as an intermediary for new students so that they do not experience boredom while at the Pondok.

Keywords: *Analysis, Ability; People Management; Boarding Manager, New Students*

Introduction

Among other creatures, humans are God's most perfect creatures with the best physical and spiritual structures. And in this physical and spiritual structure, there is a set of basic abilities that tend to evolve and that, according to the behaviors of psychological behaviors, releases the power reflex (basic abilities that develop spontaneously). (Arifin, 2003, p. 88). These basic abilities are then known as human resources or are abbreviated as human resources which conceptually view humans as a physical and spiritual unit. Therefore, the quality of the human resources possessed by the nation can be seen as a synergy between the spiritual and physical qualities possessed by the individual citizens of the country concerned.

Human resources have a strategic, important and very critical location because it is humans who organize everything in the organization as planners, actors, and observers. The human situation is so urgent that no matter how sophisticated the tools an organization has, it will not achieve maximum results without qualified human resources (Nurmalasari & Karimah, 2020.) The quality of human resources must be continuously improved and developed in all sectors of development. Qualified human resources in their respective fields will need the opportunity to contribute more to the development of the nation because they are able to fully utilize their full potential. To obtain high-quality human resources as intended, the only way is through education. One of the efforts to improve the quality of human resources through education because it is of strategic value and has exceptional power as an investment for the future. Education is the basis of Economic growth, development of science, science and technology and capable of improving human civilization

People management is a term that is part of human resource management theory. People management is defined as a leader's ability to motivate, organize, and guide the people he leads to increase work productivity and encourage professional growth. ("What Is People Management?," n.d.). People management is also interpreted as a concept of managing, directing, organizing and motivating the people they lead in order to have maximum performance and productivity. By applying this skill, leaders can identify all existing problems by providing injections and ethical solutions so that the people they lead don't feel stressed working together. (*What is People Management?*, 2021) Due to the importance of this skill, the Global Competitiveness Report includes people management as one of the ten competencies that the human resources department must master in the era of the industrial revolution. The Mastering the people management skills of leaders will make the people they lead feel comfortable working together, disciplined and professional so that organizational goals can be achieved.

Dar es Salaam Contour's human resource management is implemented in a planned, comprehensive and sustainable manner. In Student Management, the Care Department gives authority to fifth graders as dormitory administrators (orchestrators) to direct, manage,

implement, manage, motivate, and ensure that members of the first to fourth semester can follow the activities he has launched. Institute So they can be optimally executed. Implementing the mandate to become a dwelling manager is certainly not as easy as he imagines. The manager is required to be able to work with members with diverse backgrounds to achieve common goals. ("GRADE 5 ORGANIZATIONAL TRAINING, CHARACTER FORMATION OF EXEMPLARY CANDIDATES," 2018). They are also required to have a spirit willing to sacrifice time, energy and ideas. This is based on what is outward and spiritual (invisible) (Muhyiddin, 2005: 6)

The good behaviors that these masterminds should have are the embodiment of human nature as social beings who need other people to sustain their survival. Human ways of sustaining life include working together, caring for each other, and helping each other as an effort to make adjustments in order to create harmonious social relationships. Islam teaches that every Muslim should be able to contribute and benefit others without expecting any reward or compensation for his actions. The benefits offered are of course good benefits, which can Felt by others. This is in line with the hadith of the Prophet who said, "The best of people are the most beneficial to people" (Narrated by al-Tabarani).

Based on the above justification, the researcher is interested in studying the management skills of individuals in the manager in leading their members, especially new students. This research focuses on new students because new students need more attention, motivation, and guidance because few new students do not feel at home and want to stop when they see the new environment in the country house. Therefore, the people management skills of the mastermind are important to research and discuss. Our preliminary study shows that people management skills Medbeer contributes significantly to achieving the Institute's goals in educating new students. The research proposed by the researcher is "**Analysis of People Management Capabilities by the Dormitory on the Second Floor in the organization of: New Students at Dar es Salaam Contour Institute of Modern Islamic Education Vonorku East Java Academic Year 2021-2022**".

I. Determination of the issue

Based on the background of the problem as described above, this research can focus or be limited to the following:

- 1) What are the "people management" capabilities of the dormitory manager in organizing new students at Dar es Salaam Contour Institute?
- 2) What are the obstacles faced by the dormitory manager to implement "people management" in organizing new students at Dar es Salaam Contour Institute?
- 3) What strategy does the dormitory master do to maximize "people management" in organizing new students at Dar es Salaam Contour Institute?
- 4) What is the impact of the people management owned by the dormitory manager to organize new students at Dar es Salaam Contour Institute?

II. Research Objectives

Based on the formulation of the above problem, the objectives of this study are:

- 1) To describe and analyze the "people management" abilities possessed by the dormitory manager in organizing new students at Dar es Salaam Contour Institute.
- 2) To describe and analyze the obstacles faced by the dormitory manager to implement "people management" in organizing new students at Dar es Salaam Contour Institute.
- 3) To describe and analyze the obstacles faced by the dormitory manager to implement

- "people management" in organizing new students at Dar es Salaam Contour Institute.
- 4) To describe and analyze the impact of the personnel management owned by the dormitory manager to organize new students at Dar es Salaam Contour Institute.

The researcher used the qualitative approach, as this approach tends to descriptive research methods (in the form of written words). According to this type of research, that is, qualitative research, the presence of the researcher in the field is very important to find data through interviews, direct observation and study of other documents in the research site. This research was conducted at the Dar es Salaam Kantur Institute, Funorku, East Java. Based on this type of research, that is, qualitative research, the data collection techniques used were observation, interviews, and documentation.

Bogdan explained that the analysis used by the researcher in this study is qualitative, as Miles and Huberman said, there are three lines for qualitative data analysis, which are data reduction, data presentation, and deduction (Jasmi, 2012: 28-29) At this stage, the researcher analyzes according to the appropriate stages to obtain the correct data. The stages of data analysis carried out by the researcher were as follows:

1) Pre-research stage

At this stage, the researcher conducts an analysis or assessment of the needs on himself. At this stage, the researcher also observes the field reality. In this needs analysis, data are collected on the issue occurring in the field and the needs for that issue.

2) Research Implementation Phase

A) Data Reduction (*Data Reduction*)

Data reduction is a selection process that focuses on the simplification, abstraction, and transformation of data that appears in the observation made by the researcher in the field. Activities to reduce data include:

- 1) Summarizing data
- 2) Data encoding
- 3) Browse topics
- 4) Memo Writing

The summary data is taken from the various data obtained by the researcher in the field, and the corresponding data Research on the analysis of *people management capabilities by the housekeeper Aligarh on the second floor in the organization of new students at the Dar es Salaam Contour Institute of Modern Islamic Education Vonorku East Java*. The data obtained for the data or information that is not related to the search is then removed and the data is verified.

b) *Data Display*

At this stage of the data presentation, the researcher collects a number of data and information so that conclusions are drawn. The form of presentation of the data in the form of the text should be narrative with the aim of combining data and information that are arranged in a coherent and easy to understand format. At this stage, collect data from respondents interviewed *by the researcher People Management Capacity Analysis* By the housekeeper Aligarh second floor in the organization of new students of the Dar es Salaam Contour Institute of Modern Islamic Education Vonorku East Java. The data and information as a result of the interviews were obtained from the Student Affairs Department of Dar es Salaam Contour Institute, then taken from the Security Department of Dar es Salaam Contour, from

the parents of the fifth grade classes at Dar es Salaam Contour Institute, from the dormitory manager for new students, and from new students at Dar es Salaam Contour Institute.

c) Deduction (*Conclusion*)

The steps used by the researcher at this stage are comparison, selection, and correlation of brief data obtained from sources. This step is also used to solve the formulation of the problem and the objectives to be achieved in the research.

Search

Theoretical framework

1. People Management Capabilities Analysis Overview

The concept of analysis Analysis is an activity that contains a number of activities such as analysis, discrimination, and sorting to classify something and regroup it according to certain criteria and then search for the relationship and interpret its meaning (and guide) (Putra, 2021)

For Sugiyono, analysis is the activity of searching for patterns or ways of thinking associated with the systematic examination of something to identify the parts and the relationship between the parts and their relationship to the whole.

I. Types of analysis

The types of analysis are classified based on the technique used. However, before knowing some of these techniques, it is also necessary to understand that this type of variation depends on the research method or data collection applied. There are two types of research methods¹, (Sugiyono, 2017: 8-9) including:

- 1) **Quantitative research methods using data that are mathematically processed or performed in the form of statistics. This method is generally used in exact sciences, such as economics, engineering, medicine, physics, etc.**
- 2) At the same time, qualitative methods prioritize in-depth data processing. These statements are in the form of notes, interviews, literary and other sources. Therefore, this method uses more descriptive analysis techniques.

II. The concept of capacity

Ability is the things that have existed in ourselves since we were born. The ability that exists in humans can also be called potential. The potential that exists can be sharpened In this case, many experts interpret abilities in different ways but basically still have the same context², (Astuti Siwi Puji, 2015) including:

Anjat M. Sinaga and Sri Hadiyati Read more Determines the ability more on a person's effectiveness in doing all kinds of work. Which means that ability is the basis for a person to do something effectively and of course efficiently.

From the above understanding it can be concluded that ability is the ability of each individual to complete his work or master the things he wants to do in the job, and ability can also be seen

from the actions of each individual. The ability itself is divided into several groups, among others:

- 1) Mental ability, which is a person's ability to perform activities that require the ability to think.
- 2) Physical ability is the ability to perform tasks that require energy or endurance in the form of similar skills, strength, or characteristics.

III. Definition of Power Analysis

In everyday life, everyone has problems. Similarly, students never run away from the problems they face in learning. (Definition of analytical capability indicators, accessed on July 23, 2021) The problem referred to here is an obstacle or problem for students in learning the material that must be solved by developing analytical thinking skills. Ability to decompose. Ability to disassemble Disassembly on disassembly T analytically is the ability of an individual to recognize something by identifying and being able to understand the relationship between parts or factors with other factors to find a solution to a problem.

2. People Management Overview

I. Management concept

In general, management is a process where someone can manage everything that individuals or groups do. Management in order to achieve the goals or objectives of an individual or group should be done collaboratively using available resources. Experts see management science in different³ meanings, including:

According to Mary Parker Follett (**Mary Parker Follet**) "Management is the art of getting things done through intermediaries. In this case, management can be interpreted as an activity carried out by the manager to guide subordinates or others in completing work in order to achieve a goal.

From the opinions of many experts regarding management science, the concept of management is not far from trying to achieve a goal through management and supervision. Thus, management becomes an important activity that is carried out in almost all areas.

Similarly, the types of management sciences are very diverse. Several types of management sciences are **strategic management, management, organization, marketing, production, time, human resources, risk**, etc.

II. Administrative tasks

In management science, there are 5 functions that affect each other. These functions include **planning, organizing, hiring, hiring, directing and supervising**. Without one of these functions, it is not impossible that management activities do not end according to plan or purpose.⁴

³ "Management, Definition of Management, Functions, and Types of Science You Should Know - Cermati.com," <https://www.cermati.com/artikel/manajemen-pengertian-manajemen-fungsi-dan-jenis-keilmuan-yang-harus-kamu-tahu>. (accessed on October 8, 2021, at 05:21).

⁴ *Ibid.*, p. 5.

- 1) **Planning** is the first thing a manager should do. With planning, managers evaluate all actions, both those that have been implemented and those that have not been implemented. Without careful planning, the objectives of the department's activities will not be achieved.
- 2) Next, run **the Organize function**. The goal is to streamline the supervisory process carried out by managers.
- 3) Placement **function**, the manager is tasked with placing available resources as needed. In this way, the process of achieving goals can be carried out more effectively and efficiently.
- 4) The steering **function** is an effort so that the plans made can run smoothly. Therefore, the routing must be done so that everything that is done can go according to the direction or plan.
- 5) And finally the job **Supervisory**. The goal is that administrative activities can be carried out according to plan. If all goes well, an evaluation can be carried out. Therefore, management objectives can be achieved more effectively and efficiently.

III. The concept of education management

Education is the process of transforming students to achieve certain things as a result of the educational process they follow. As part of society, education has a dual function, namely the social function and the individual function.

The social function is to help each individual become a more effective member of society by providing group guidance past and present, while the individual function enables a person to live a more fulfilling life. And be more productive by preparing them for the future (new experiences).⁵

The preamble of the law states: "The national education system must be able to ensure the equitable distribution of educational opportunities, improve the quality as well as the suitability and efficiency of education management to meet challenges in accordance with the demands of changes in local, national and global life so that it is necessary to reform education in a planned, targeted and effective manner. and sustainable."

IV. The concept of pedagogy

Education is the language of creation, care, preservation, good doing and loyalty to the child And when Ragheb Isfahani (create something immediately immediately to a complete extent) and when Imam al-Baydawi (communicate something to its perfection little by little).⁶

Thinkers and educators have many opinions on the definition of education and the determination of its meaning. Here are some definitions that are worth trying to do in general⁷:

1. Plato saw it as giving the body and soul everything that is possible of beauty and all possible perfection.

⁵ *Ibid.*, p. 72.

¹¹ Department of Curriculum at the Islamic Teachers College, Fundamentals of Education, Part One (Funoroku, Dar Al-Salam for Printing and Publishing, 2007). P1

¹² Muhammad Attia al-Ibrashi, Islamic Education and its Philosophers, (Beirut, Dar Al-Fakr Al-Arabi, 200), p. 102

2. Aristotle said it prepares the mind to gain science as the earth prepares for plants and plantings.
3. Herbert Spencer said it was the preparation of man to live a full life.
4. Imam Al-Ghazali said that education in casting education is a religious and pious education, based on austerity and God in pleasures, even innocent ones, and its supreme offer is closeness to God Almighty and preparation for the afterlife.
5. Ibn Sina saw it as a means of preparing the young for religion and the world at the same time, forming him mentally and morally, and making him able to acquire an industry that suits his inclinations and nature and enables him to earn a living.

Among the definitions that are considered the most accurate and best Professor Mahmoud Younos, which is as follows: Influencing all the different influences that we choose intentionally to help the child to advance body, mind and creation until he gradually reaches the maximum perfection he can reach to be happy in his individual and social life and every action issued by him is more complete, proficient and suitable for society.⁸

Definition from the slogan of the Institute Dar es Salaam Contour: The implementation of moral education is not enough just by speaking, but must be a good example and the creation of the environment and all that students see and hear movements and sounds in this institute is a factor of moral and mental education.⁹

V. Definition of people management

People management is a term that is part of human resource management theory. People management is defined as a leader's ability to motivate, organize, and direct the people he leads to increase work productivity and encourage professional growth. People management is also interpreted as a concept of managing, directing, organizing and motivating the people they lead in order to have maximum performance and productivity.

Similarly, Dar es Salaam Contour's human resource management is implemented in a planned, comprehensive and sustainable manner. In Student Management, the Care Department gives authority to fifth graders as dormitory administrators to direct, manage, implement, manage and motivate and ensure that members of Class 1-4 can follow the activities launched by the Institute so that they can be optimally executed. To be sure, the implementation of the mandate to become a dwelling manager is not as easy as one imagines. The mastermind is asked to lead by example and be able to work with members with diverse backgrounds to achieve common goals.¹⁰ What asks them is to have a spirit willing to sacrifice time, energy and ideas. This is based on what is outward and spiritual (invisible).¹¹

¹⁴ Ibid., p. 3

¹⁰ "Class 5 Organization Training, Character Formation of Exemplary Candidates," Gontor Putri Campus 2, "<https://www.gontor.ac.id/putri2/training-organisasi-kelas-5-pembentukan-karakter-calon-calon-teladan>." (accessed on April 21, 2021, at 2:40 p.m.).

¹¹ Muhammad Muhyiddin, *Intelligence of the Soul*, (Yogyakarta: Arrus Media, 2005), p. 6.

VI. Essential Global People Management Skills

In the implementation of people management, there are several basic skills including:

- 1) Communication is a social process, as it involves the interaction between two or more people. Without proper communication skills, it is difficult for you to convey information clearly and in detail to all employees. Because every day you will communicate directly with employees.
- 2) Active listening is a really focused listening method, in other words really paying attention to what the other person is saying. Why, at work, there will definitely be a lot of employees asking you or telling you about their work every day. Under these circumstances, you should be asked to listen carefully. Under these circumstances, you should be asked to listen carefully.¹²
- 3) Conflict management is the process of managing conflict through the formulation of a strategy implemented by the conflicting parties in order to obtain the desired solution. It is undeniable that in each team there will be conflicts, be they differences of opinion or other problems. In this case, you must be the broker's manager in case of a conflict at any time. The reason is that if it is not resolved quickly, it will have a negative impact on the team's performance in the future. This skill of managing people is very important to pay attention to so that unwanted things do not happen in the team.¹³
- 4) Cooperation is a form of cooperation, interaction, settlement and many elements to which individuals, institutions and parties directly and indirectly involved are committed and who receive consequences and benefits. In a team, collaboration skills are something that needs to be amplified well, as well as when you're a manager. In addition to cooperating with other managers, you are also required to cooperate with your employees.
- 5) Flexibility is an attitude that is easy to adjust or has an obligation to adapt to circumstances in all places and situations. As a manager, you must also be required to be flexible. If an employee suddenly asks for help with a project-related issue, help them. The important point is, under any circumstances, that flexibility is important for a manager.

3. Overview of the housekeeper

I. The concept of dwelling

A **dwelling** is a home reserved for group members, school students in general. A dwelling is usually a building with rooms that can be occupied by several residents in each room¹⁴. Its residents stay in dwellings for a longer period of time in hotels or dwellings. The reason for choosing to live in a dormitory can be in the form of an asset very remote dwelling, or the cost that is relatively cheaper than other forms of dwelling, such as apartments.¹⁵

¹² *Ibid.*, p. 6.

¹² "People Management: Know What It Is And How To Improve It," <https://glints.com/id/lowongan/people-management/>. (accessed on June 12, 2021, at 04:11).

¹³ "Dormitory," in Wikipedia Indonesian, the free encyclopedia, April 3, 2020, <https://id.wikipedia.org/w/index.php?title=Asrama&oldid=16786699>. (accessed on October 08, 2021, at 06:51).

¹⁴ *Ibid.*, p. 19.

In addition to accommodating students, the dormitory is often occupied by participants in a sports party. Many schools, colleges, and especially institutes in Indonesia have residences. One of them is the Dar es Salaam Contour Vonorku East Java Institute. The dwellings in it are called Alighar's dwelling . Other examples include the Syanggit dwelling, Darul Hijrah, etc.

II. The concept of a dwelling manager

A dwelling manager is the same as an educator, and a dwelling manager means the person who takes care of him, who appears or becomes a reference for students, especially new students. According to the researcher, the dwelling manager are older people and the most experienced people who are role models and provide the knowledge they understand through the activities of the dwelling. The word "teacher" comes from the word "student", which means maintaining, taking care of and delivering training so that someone has knowledge as expected (about ethics, mind, ethics, etc.). In English, There are also many words that have the same meaning and are associated with teachers, among others, such as teacher, coach, teacher, teacher, etc.¹⁶.

III. The role and duties of the housekeeper

The relevant roles as a hostel builder are as follows:

- 1) The mastermind is leaders. The board is expected to have a leadership spirit in its identity, because like a ship, the board of directors is the captain who will lead the ship's route and the new students are only passengers who are willing to follow the directions from the captain himself or the board of directors.
- 2) The mastermind is a role model. Residential managers are the main mecca of morality that is imitated in residences, so every dormitory manager must practice noble character.¹⁷
- 3) The mastermind is an educator and teacher. A manager usually has passed acceptable qualifications for service in a hostel. Director It is the same role as a student's guardian or teacher, meaning he is a director as a facilitator of science and also an ethical director for students. ManagerProvide knowledge to students who are imparted through educational programs.¹⁸
- 4) The mastermind is the motive. Students, especially new students, often face problems from internal and external factors, and can affect students' academic and non-academic fields. Students also have a natural sense of laziness, so a real motivation from the dormitory administrator is needed.
- 5) The mastermind is the renovator. Education is now facing an increasingly modern age, where the housekeeper is required to keep up with the times without leaving the values of Islamic theology. The dormitory administrator should be able to make new designs in the development of a dormitory education that can make students able to develop their talents. The dormitory management is able to print students, especially virtuous new students, of course without leaving a trace of their religion.¹⁹

¹⁶ M Indra Saputra, *"The Role of Dormitory Coaches in the Implementation of Co-Curricular Activities in the Women's Dormitory 2 UIN Raden Intan Lampung and Its Relevance to Improving Student Learning Achievement for the 2019/2020 Academic Year,"* <http://repository.radenintan.ac.id/13673/2/SKRIPSI> p. 59. (accessed on October 12, 2021, at 14.42).

¹⁷ *Ibid.*, p. 21.

¹⁸ *Ibid.*, p. 22

¹⁹ *Ibid.*, p. 23.

4. Overview of new student guidelines

I. Introducing New Students

New students are members of the initial level of students, i.e. students enrolled in Islamic boarding schools who are just starting to participate in all activities in Islamic boarding schools, whether from educational activities or activities outside of learning. Santri who study in Islamic boarding schools mainly come not only from the area where the boarding school was established, but also from outside the city and some of them come from outside the province. Therefore, each student coming from different regions will automatically occupy a new place of residence at the Islamic boarding school which will of course be different from the previous place of residence along with other students from different cultural backgrounds and accommodations. New students at Dar es Salaam Contour Institute are generally children who have just entered their teens. (Lilis Ahwaini, 2019)

II. New Student Modification Stage

In the adaptation phase of students, before students do mentorship, to help students adapt the counselor, the institute itself has conceptualized many activities and policies so that it was easy for students to make adjustments. One of them is the hostel placement policy. In dormitory management, students are not grouped according to their class but placed randomly. New students are supposed to be able to interact with seniors, so that new students can easily learn about the institute 's culture and make adjustments.²⁰

c. Data presentation and analysis

A. Data Presentation

I. The ability of the "people management" possessed by a housing manager to organize new students at Dar es Salaam Contour Institute

1) Ability to communicate

In terms of communication, it is divided into 2: first, there is a formal communication (in general) the dormitory has an announcement that is then transmitted to all new students through the person in charge of each room. Second, there is informal communication (specifically) that the administration communicates with personally or through an approach if they find its members guilty or not.²¹

Regarding the standard rules for housing administrators in communication, listening, conflict management, cooperation and flexibility, there are still none. It's just that there is only organization and guidance from every teacher and student welfare staff.²²

Through these activities, the housekeeper has activities that have become routine to communicate, mentor, and organize new students every day. This activity is the first step for them to be able to manage time, both for their members and for themselves. This is very important in order to avoid problems found by the housekeeper, both personal problems and problems that arise in their organization.²³

It's important, because we won't know members' problems if we don't communicate with them, the most effective way is to first start by asking how they're doing, or how they're doing. Then

²⁰ *Ibid.*, p. 26.

²¹ Interview result with Aldi Fratama 01/1/14/2022

²² Interview result with Raffle Hedayat 02/w/30/1/2022

²³ The result of the observation on the activities of the housekeeper 01/o/13/12/2021

we can only take it in the direction of serious questions for students who seem to have many obstacles. In this way, members will usually feel comfortable and will be told about the obstacles or problems they face.²⁴

2) Ability to listen

In terms of listening, it is about informal communication, because the dormitory managers are required to be able to listen well to the complaints faced by new students, and are essentially substitutes for parents of new students. Students.²⁵

There are no special trainings at all, there is only direct practice, application or demonstration of what they received when they became students, because as long as we will see, we have been trained in the same way.²⁶

There were a lot of small things to big things, from lost keys, sandals, problems with friends, family problems, and a lot of illness. It is very important, because we are the ones who help solve the problem, and if he is left alone, he is afraid that he will not feel at home and want to go home.²⁷ A dwelling manager will listen, and a dwelling manager will help as long as a dwelling manager can help, if a dwelling manager cannot provide a solution.²⁸

3) Ability to manage conflict

In terms of conflict management, a dwelling manager is required to be able to manage conflicts/solve problems well, by always reminding them if they get new students guilty, and offering solutions to these problems.²⁹

Of these activities, the district administration has a meeting forum that strengthens it from within. With this forum, those who may suffer from their problems come back again because they feel that they are not alone and that many colleagues have the same problem or even more complex than the problem. This activity is a form of managing individuals to communicate and solve problems, where they advise each other without interference from their superiors or the elderly.³⁰

We must take care of her until it ends, by communicating after the afternoon prayer, calling his friend, asking the child why he is silent, and then calling the sad child. If it is a dwelling manager, then we have to know what problem the dwelling manager is facing. If we already know, we'll solve the problem starting with management.³¹

4) Ability to collaborate

In terms of collaboration, dormitory officials sometimes also include many boarding programs with new students, but they are inherently unsure, just a few programs.³² The administrator program is the entire responsibility of the administrator, but if we need the help of new

²⁴Result of the interview with Yusuf Elang Samudera 03/w/04/1/2022

²⁵Interview result with Aldi Fratama 01/1/14/2022

²⁶Interview result with Rafli Hedayat02/w/30/1/2022

²⁷ Interview result with Ardy Daniel 04/w/04/1/2022

²⁸ Result of the interview with Prabowo Hanif07/w/22/2022

²⁹Interview result with Aldi Fratama 01/1/14/2022

³⁰ Result of the observation on the activities Meeting of the housekeeper 02/o/14/12/2021

³¹ Interview result with Ardy Daniel 04/w/04/1/2022

³²Interview result with Aldi Fratama 01/1/14/2022

members, we involve members. By understanding them about responsibilities or mandates. Give them a task or authorization to help with administrator tasks.³³

5) Ability to be flexible

There should be a flexible attitude in the management of the dormitory because it is closely related that if the dormitory manager is only a discipline enforcer, the new students will feel uncomfortable, so here the dormitory manager is required to be flexible, as there comes a time when they have to be brothers, friends and parents.³⁴ It is important that members not only think that the mastermind is just a messenger, angry, but also a teacher.³⁵

II. Obstacles faced by a housing manager when implementing "people management" in organizing new students at Dar es Salaam Contour Institute

While carrying out their duties as dwelling administrators, of course, there are many obstacles facing the researcher, and therefore the researcher interviewed many informants who were directly involved in dealing with these obstacles.

There are many problems that housing managers face, their problem was in dividing their time, because sometimes there are still some housekeepers who are still selfish.³⁶ They also have obstacles in the implementation of their program of activities, either from the members, from the housekeeper himself or even from their superiors.³⁷

Often, when he doesn't have money that we can't lend, we still have activities outside the industrial zone, so it's hard for us to go down to a dwelling.³⁸ A dwelling manager will listen, and a dwelling manager will help as long as he can help, if the dwelling manager cannot provide a solution.³⁹

III. The strategy implemented by the Maskan manager in maximizing "people management" in organizing new students at Dar es Salaam Contour Institute

In the implementation of current programs, of course, the manager of a dwelling has efforts or strategies to maximize their programs, and therefore the researcher interviewed many informants who were directly involved in these efforts.

By setting an example for them first, so they can follow what the administrator is doing.⁴⁰ Through an intermediary with the head of the chamber, or every week there is a weekly evaluation meeting.⁴¹

One of the strategies proven by the dwelling manager is the routine meeting between the dwelling manager in one place, which is done every day its effectiveness in discussing and overcoming the problems in the dwelling. The implementation of people management is deeper because it is smaller in scope and focus compared to the weekly Thursday night meeting forum

³³Bakhtiar Interview Result 05/04/1/2022

³⁴Interview result with Aldi Fratama 01/1/14/2022

³⁵Result of the interview with Yusuf Elang Samudera 03/w/04/1/2022

³⁶Interview result with Aldi Fratama 01/1/14/2022

³⁷Interview result with Raffle Hedayat 02/w/30/1/2022

³⁸Interview result with Ardy Daniel 04/w/04/1/2022

³⁹ Interview Result with Prabowo Hanif 07/w/22/2022

⁴⁰Bakhtiar Interview Result 05/04/1/2022

⁴¹Fabio Aldwin Interview Result 08/w/22/2022

in between. It also teaches them to remain united in following the rules and controls that apply to them as district managers. The main purpose of a co-sleeping program is to be able to Waking up on time, and not late signing the blackboard at dawn, to make sure they don't wake up late and make sure to wake up their organs. Therefore, responsibility education is highly trained and actually implemented.⁴²

Always emphasize the presence in the organization, and this organization should take place at critical times, for example, at dawn, reading the Qur'an, giving vocabulary. Fishing for them every week there should be special programs that will be implemented. There is control over the results of the work by asking them about the work program they presented at last week's meeting whether it has been implemented, or whether there are still problems.⁴³

IV. The Impact of "People Management" of a Housing Manager on the Organization of New Students at Dar es Salaam Contour Institute

During the implementation of their obligations as administrators of the dwelling, of course, there will be effects, from their movements during the implementation of programs in the dwelling. Thus, the researcher interviewed several informants who were directly involved in the influence.

This year, the assessment we got is an unconscious and immature person. When faced with a problem from new students, they are unable to solve the problem themselves, this causes many of them to be selfish, unable to allocate the right time. He was not able to position himself as a mature and good dwelling mastermind.⁴⁴

Yes, we can, we are satisfied if the member can do it, before it becomes impossible, becomes very satisfactory. Yes, there was, including when the wrong members were beaten by us, because they were new children, and they were not immediately punished by security.⁴⁵

Thank God they can organize their students, and the reason is that there are results, at first they know nothing and in the end they can find out. Never, as with the question of punishment, regulations. Because there are rules that cannot be done but we do. Carry out the rules yourself without consultation.⁴⁶

So far, I feel comfortable with the regulations issued by the Rayoun administration, because they guide and can set an example for its members. Yes, because they are enthusiastically directed, they can set an example so that I am more enthusiastic about the implementation of activities at the Institute.⁴⁷

B. Data Analysis

1. People Management Capability Strategy for the Administrator of Aligar's Second Floor Residence in the Organization of New Students at Dar es Salaam Contour Institute
One of the strategies implemented by a dormitory manager is to guide new students to provide them with an example first, so that they can follow what the administrator is doing. The

⁴² The result of the observation on the activities of the people management of the housekeeper 03/O/15/12/2021

⁴³ Result of the interview with Aldi Fratama 01/w/14/1/2022

⁴⁴ Result of the interview with Aldi Fratama 01/w/14/1/2022

⁴⁵ Interview result with Ardy Daniel 04/w/04/1/2022

⁴⁶ Result of the interview with Yusuf Elang Samudera 03/w/04/1/2022

⁴⁷ Interview result with Oufa Mohamed Zeidan 06/W/22/II/202206/w/2/1/2022

boarding management strategy is usually also with appointments including through the chamber president mediator, and every week to maximize guidance and supervision, there is always a weekly assessment gathering, namely on Friday morning.

The directive that has been implemented by the student care staff to control the management of the residence is by always emphasizing attendance at the orientation, and this guidance should be done at critical times, for example, such as dawn, reading the Quran, giving vocabulary, and always catching them every week there should be special programs to be implemented. Apart from the program, student welfare staff always control the results of the dormitory management by asking them what work program they achieved at the meeting last week, whether it has been implemented, or whether there are still problems.

This result is consistent with the theory written in Chapter 2, which is the theory according to Mary Parker Follett, management is the art of completing tasks through intermediaries. In this case, management can be interpreted as an activity carried out by the manager to guide subordinates or other people in completing work in order to achieve a goal.⁴⁸

According to Ricky W. Griffin's theory, management is the process of planning, organizing, coordinating and controlling resources so that goals are achieved effectively and efficiently. Effectiveness here means that the goals are achieved according to the plan, and the effective means that the management is carried out carefully, organized and on time.⁴⁹

So it is the above theory that when doing all kinds of work, there must be management, because with management will direct subordinates to complete the work in order to achieve the set goal. Effective and efficient.

1) Implementation of the personnel management capacity of the administrator of Aligar's second-floor residence in the organization of new students at Dar es Salaam Contour Institute

The implementation of the personnel management capacity of the administrator of the Aligar second floor residence in the organization of new students at Dar es Salaam Contour Institute is divided into five capacities:

- 1) Ability to communicate
- 2) Ability to listen
- 3) Ability to manage conflict
- 4) Ability to collaborate
- 5) Ability to be flexible

With these five abilities, a dwelling manager will get a lot of information from new students, whether it is complaints or consultations. It will also have an impact on new students, both in terms of education and experience, as well as a sense of comfort with the guidance and attention provided to them by a homekeeper during their life at the institute.

⁴⁸ (Management, Definition of Management, Functions, and Types of Science You Should Know - Cermati.com(Signed)

⁴⁸ Ibid., p. 25.

This finding is consistent with the theory written in Chapter 2, which is the theory of **Angyat M. Sinaga and Sri Hadiati, which determine the ability is more effective for a person in doing all kinds of work, which means that ability is the basis of a person doing an action effectively and of course efficiently.**⁵⁰

It is a theory that when doing all kinds of work there must be an ability, because with this ability it will lead to the effectiveness of the person in completing his work. In addition to being the basis for someone to achieve a job that is performed effectively and efficiently. Ability is also the ability of each individual to complete their work or master the things they want to do on the job, and ability can also be seen through the actions of each individual.

2) Obstacles to the ability of people management of the manager of the second floor Aligar dormitory in organizing new students at Dar es Salaam Contour Institute

There are many problems that the housekeeper faces, namely:

- 1) Their problem was to divide their time, because sometimes there are still some dwellers who are still selfish.
- 2) Their problem was the implementation of their program of activities, either from the members, from the housekeeper himself, or even from their superiors.
- 3) Their problem of activities outside the dwelling is also an obstacle for the housekeeper, because many housekeepers are still unable to organize their time, making it difficult for them to go down to the dwelling as a whole.

This finding is consistent with the theory written in the second chapter, Muhammad **Muhyiddin's theory** that a dwelling manager is required to have a soul willing to sacrifice time, energy, and ideas. This is based on the outward and spiritual.⁵¹

It is therefore from the above theory that each person who has been assigned a task or trust must be willing to sacrifice time, energy and ideas, as well as in dealing with different types of problems, of course, they must be able to share their thoughts so that the problems faced by both the noon and the spirituality can be solved.⁵²

3) Implications of the People Management Capacity of the Administrator of the Aligar Second Floor Residence in the Organization of New Students at Dar es Salaam Contour Institute

This year, the evaluation obtained from the housekeeper is:

- 1) More than one unconscious and immature palliative mastermind. When faced with a problem from new students, they cannot solve the problem themselves, this causes many of them to be selfish, unable to allocate the right time.
- 2) More than one dwelling manager was not able to position himself as a mature and good dweller.

There are also the implications of the people management capacity that the homekeeper faces, namely:

⁵⁰ Astuti, Siwi Puji. "The Effect of Initial Ability and Learning Interest on Physics Learning Achievement" Formative: Scientific Journal of Mathematics and Natural Sciences Education 5, no. 1 (2015).

⁵¹Muhammad Muhyiddin, *Intelligence of the Soul*, (Yogyakarta: Arrus Media, 2005), p. 6.

- 1) A housing manager would be satisfied if his students could succeed in organizing within a few months, which they could not previously be.
- 2) The dormitory also remains under the supervision of both student welfare and center security, which sometimes leads to penalties for violations committed by their members, the new students. Among them is when the members in the wrong dormitory are punished, because they are new children, they are not immediately punished with security and care.
- 3) The housekeeper is also asked to set an example for their members, so that they feel comfortable with the regulations that have been implemented, as these new students can be more motivated in carrying out activities at the institute.

This finding is consistent with the theory written in Chapter II, specifically in *Encyclopedia Americana*, where it is stated that management is "the art of organizational resources to achieve gifts. Achieve organizational goals."⁵³(Suryana, 2015: 71)

It is therefore from the above theory that management is the art of coordinating organizational resources to achieve organizational goals. Similarly, education is a process that encourages a person to acquire knowledge acquisition, or develop abilities as well as helping each individual to become a member of Aka Alard to become a member of Akka Aka Alard to become an active member of society by providing collective guidance past and present, while individual employment enables the person to live a more satisfying and productive life by preparing him for the future (new experiences).⁵⁴

Search result

After the researcher conducted a study entitled "Analysis of People *Management Capabilities* of the Administrator of Aligar's Second-Floor Residence in the Organization of New Students at the Darsal M Contour Institute for Modern Islamic Education Vonorku East Java Academic Year 2021-2022", the researcher would like to write the conclusion from the results of his research, which are:

1. Ability "People Management" Boarding school management focuses on core global "people management" skills, especially in guiding new students, namely the ability to communicate, listen, manage conflict, collaborate and be flexible. When doing different types of work, it is necessary to have the ability, as well as to provide guidance, because with this ability you will lead to the effectiveness of the person in completing his work. In addition to being the basis for someone to be able to achieve a goal with an effective and efficient process.
2. As the dormitory, of course, he has his main disincentive factors in guiding new students. Boarding managers face perceived obstacles such as not being able to organize their time, then when running activity programs, they often get good values from members, friends and supervisors, and they also have additional activities outside the residence, making it difficult for them to get down as a whole in the dormitory.
3. The ability "people management" is one of the skills that leaders have to be able to identify all existing problems by providing injections and ethical solutions so that

the people they lead do not feel stressed working together. Doing different types of work also needs management, because With management will guide subordinates in completing work towards achieving the goal of effective and efficient.

4. The effect of the board's "people management" in guiding new students is that the dormitory manager feels good because his students can succeed with the mentoring he does in a few months, which they could not previously be able to become. The dormitory manager is also required to set an example for their members, so as to make new students feel comfortable with the guidelines that have been implemented, and this can make new students more motivated in carrying out activities at the institute.. The dormitory manager then also helps each individual become a more effective member of society in the future by providing group guidance past and present, while an individual function allows the person to live a more fulfilling and productive life by preparing them for the future (new experiences).

I. Proposals

Based on the conclusion that has been explained, related to the results of the research related to "Analysis of People Management Capabilities of the Administrator of Aligar's Second-Floor Dormitory, in the organization of new students at the Dar es Salaam Contour Institute of Modern Islamic Education Vonorku East Java Academic Year 2021-2022", the researcher proposes:

1. A homekeeper should be able to create a different housing environment of daily, weekly or monthly activities as an intermediary for new students so that they don't get bored while at the institute.
2. The student dormitory manager should better understand the obstacles that new students face and be able to provide ways to overcome them appropriately, and which new students they like so that they are more motivated to live their lives at the institute.
3. For researchers as a teacher so that it can be used to provide knowledge in guiding students, not only new students but all students in boarding school, so that they become teachers can be used as role models for their students .
4. Other researchers recommend conducting more in-depth interviews, not only with a dormitory manager in the new dormitory, but also in the old dormitory so that it can see if the problems the dormitory manager faces in each dormitory. is the same.

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