

## **Organisational Management Training for ISMAU Banjarnegara Administrators to Improve Organisational Management Effectiveness**

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**Abstract:** Organisational performance is greatly influenced by the capacity of administrators to perform managerial functions effectively, particularly in planning, organising, implementing, and evaluating activities. This community service aims to improve the effectiveness of organisational management through organisational management training for ISMAU Banjarnegara administrators. The data were analysed descriptively and qualitatively to examine changes in the understanding, attitudes, and managerial skills of the administrators. The results of the service showed that the training contributed to an increase in the administrators' ability to formulate the objectives and direction of the organisation's programmes, divide roles and responsibilities more clearly, and develop more structured work coordination mechanisms. The administrators also began to understand the importance of documentation and evaluation as part of the organisational management cycle. In addition, the training encouraged the formation of a more systematic and accountable work pattern in the implementation of organisational programmes. These findings indicate that organisational management training not only improved the administrators' conceptual understanding but also strengthened the organisational management practices of ISMAU Banjarnegara in a sustainable manner.

**Keywords:** Organisational Management, Organisational Management Effectiveness

**Abstrak:** Kinerja organisasi sangat dipengaruhi oleh kapasitas pengurus dalam menjalankan fungsi-fungsi manajerial secara efektif, terutama dalam perencanaan, pengorganisasian, pelaksanaan, dan evaluasi kegiatan. Pengabdian kepada masyarakat ini bertujuan untuk meningkatkan efektivitas pengelolaan organisasi melalui pelatihan pengelolaan organisasi bagi pengurus ISMAU Banjarnegara. Kegiatan dilaksanakan dengan pendekatan *capacity building* yang menekankan pembelajaran partisipatif, melalui rangkaian *workshop*, diskusi terarah, simulasi penyusunan program kerja, serta pendampingan reflektif. Data pengabdian diperoleh melalui observasi partisipatif selama kegiatan berlangsung, kuesioner refleksi diri pengurus, dan dokumentasi hasil latihan pengelolaan organisasi. Data tersebut dianalisis secara deskriptif-kualitatif untuk melihat perubahan pemahaman, sikap, dan keterampilan manajerial pengurus. Hasil pengabdian menunjukkan bahwa pelatihan berkontribusi pada meningkatnya kemampuan pengurus dalam merumuskan tujuan dan arah program organisasi, membagi peran dan tanggung jawab secara lebih jelas, serta menyusun mekanisme koordinasi kerja yang lebih terstruktur. Pengurus juga mulai memahami pentingnya dokumentasi dan evaluasi sebagai bagian dari siklus pengelolaan organisasi. Selain itu, pelatihan mendorong terbentuknya pola kerja yang lebih sistematis dan akuntabel dalam pelaksanaan program organisasi. Temuan ini mengindikasikan bahwa pelatihan pengelolaan organisasi tidak hanya meningkatkan pemahaman konseptual pengurus, tetapi juga memperkuat praktik manajemen organisasi ISMAU Banjarnegara secara berkelanjutan.

**Kata Kunci:** *Pengelolaan Organisasi, Efektivitas Manajemen Organisasi*

## Introduction

The effectiveness of organisational management is one of the main factors determining the success of an organisation in carrying out its functions, programmes, and institutional objectives.<sup>1</sup> A systematically managed organisation requires adequate managerial capacity, particularly in terms of planning, organising, coordinating, implementing programmes, and conducting periodic evaluations.<sup>2</sup> Without good management, organisational activities tend to be sporadic, unfocused, and not based on strategic objectives. According to Sinnaiah, the effectiveness of an organisation is influenced by the ability of its administrators to manage management functions in a structured manner through the processes of planning, decision-making, and implementation of accountable programmes.<sup>3</sup>

In the context of student organisations and santri communities, administrators play an important role as the main drivers of organisational dynamics. The administrators' capacity to understand the principles of organisational management has a direct impact on work patterns, organisational culture, and the sustainability of activities.<sup>4</sup> Effective organisational management depends not only on formal structures, but also on the managerial competence of organisational actors in

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<sup>1</sup> Solechan Solechan et al., 'Pelatihan Pengelolaan Organisasi Pesantren Bagi Pengurus Pondok Pesantren Al Urwatul Wutsqo Jombang', *An Nafah: Jurnal Pengabdian Masyarakat* 2, no. 1 (2024): 11–19, <https://doi.org/10.54437/annafah.v2i1.1502>.

<sup>2</sup> Mar'atul Azizah et al., 'Transforming Classroom Management as the Key to Increasing Student Learning Interest', *Urwatul Wutsqo: Jurnal Studi Kependidikan Dan Keislaman* 14, no. 1 (2025): 1, <https://doi.org/10.54437/urwatulwutsqo.v14i1.2050>.

<sup>3</sup> Tamilarasu Sinnaiah et al., 'A Strategic Management Process: The Role of Decision-Making Style and Organisational Performance', *Journal of Work-Applied Management* 15, no. 1 (2023): 37–50, <https://doi.org/10.1108/JWAM-10-2022-0074>.

<sup>4</sup> Ainur Rofiq et al., 'Kyai's Leadership in Prayer-Based Counseling at Pesantren: A Management Strategy', *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam* 10, no. 1 (2025): 1, <https://doi.org/10.31538/ndhq.v10i1.53>.

managing roles, communication, and work coordination.<sup>5</sup> Therefore, increasing the capacity of administrators through organisational management training is a strategic necessity for organisations to be able to operate professionally and performance-oriented.<sup>6</sup>

The Association of Students and Alumni of Al Urwatul Wutsqo (ISMAU) Banjarnegara is an organisation consisting of students and alumni from Banjarnegara Regency who have studied at the Al Urwatul Wutsqo Islamic Boarding School, either as students, pupils, or undergraduates. This organisation serves as a forum for strengthening scientific, religious, and social networks, as well as developing the capacities of its members. In order for this role to function optimally, ISMAU Banjarnegara requires effective, systematic organisational management that is oriented towards achieving institutional goals. Based on initial observations, some administrators still face obstacles in designing structured work programmes, dividing tasks proportionally, and establishing mechanisms for coordinating and evaluating activities. This condition is in line with Northouse's view that the limited managerial capacity of administrators is often a factor that hinders the effectiveness of organisations, especially volunteer-based community organisations.<sup>7</sup>

As a form of academic contribution and organisational capacity building, this community service activity was designed in the form of organisational management training for ISMAU Banjarnegara administrators. The training focused on strengthening the administrators' understanding and skills in applying organisational management principles, ranging from programme planning, division of roles, development of coordination mechanisms, to the development of monitoring and evaluation systems. Capacity-building-based training is considered effective because it places administrators as learners who are trained through direct practice, reflection, and organisational work simulations.<sup>8</sup>

Therefore, this activity is expected to improve the effectiveness of ISMAU Banjarnegara's organisational management by enhancing the knowledge, attitudes, and skills of administrators in managing the organisation in a more systematic, focused, and sustainable manner. This training is not only oriented towards improving the technical capabilities of administrators, but also towards establishing a collaborative, accountable, and performance-based organisational work culture.

## **Method**

Organisational management training for ISMAU Banjarnegara administrators was conducted using a participatory approach through a training and mentoring model

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<sup>5</sup> Tiara Amalia and Subiyantoro Subiyantoro, 'Peran Budaya Organisasi Berbasis Nilai Keislaman Dalam Meningkatkan Mutu Pendidikan', *At Tadbir: Islamic Education Management Journal* 3, no. 2 (2025): 141–51, <https://doi.org/10.54437/attadbir.v3i2.2187>.

<sup>6</sup> Mar'atul Azizah et al., 'Implementasi Sistem Informasi Manajemen Dalam Mendukung Pelayanan Administrasi', *Ngaos: Jurnal Pendidikan Dan Pembelajaran* 2, no. 2 (2024): 2, <https://doi.org/10.59373/ngaos.v2i2.46>.

<sup>7</sup> Peter G. Northouse, *Leadership: Theory and Practice* (SAGE Publications, 2025).

<sup>8</sup> Thomas G. Cummings and Christopher G. Worley, *Organization Development & Change* (Cengage learning, 2009).

that prioritised participant involvement throughout the learning process.<sup>9</sup> The participants consisted of 20 ISMAU Banjarnegara administrators who were students, alumni, and graduates of the Al-Urwatul Wutsqo Islamic boarding school. The characteristics of these participants indicate a need to strengthen their capacity in managing organisations based on Islamic and Islamic boarding school values. The training was conducted over four meetings within a month, giving participants sufficient opportunity to understand the concepts, discuss them, and practise the training material in stages.

The stages of the activity include planning, implementation, and evaluation. In the planning stage, the PkM team conducted a needs assessment through initial discussions with the management to identify the main problems in organisational management, such as unsystematic programme planning, weak administrative management, and suboptimal work coordination.<sup>10</sup> The results of this needs assessment formed the basis for the development of training materials covering organisational programme planning, administrative governance, division of management tasks, and strengthening a collaborative work culture.

The training implementation stage was carried out through a combination of interactive lectures, group discussions, case-based learning, work programme simulation, and organisational SOP drafting practice.<sup>11</sup> The experiential learning approach is applied so that participants not only understand concepts theoretically, but are also able to apply them.<sup>12</sup> Each meeting ends with a reflection session to review participants' understanding and the relevance of the material to the organisation's needs.

The evaluation of activities was conducted through process and outcome evaluations. Process evaluation was assessed based on the level of involvement, participation, and consistency of participant attendance, while outcome evaluation was conducted through an assessment of participants' ability to develop a more systematic organisational management plan and improve organisational administration. Success indicators include an increased understanding of organisational management concepts, the ability to develop work programmes based on needs analysis, and the creation of draft SOPs for organisational management as a follow-up to the training implementation.

## Results

The implementation of organisational management training for ISMAU Banjarnegara administrators resulted in a number of achievements that demonstrated

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<sup>9</sup> Pamela Magdalena et al., *Pelatihan dan Pengembangan Sumber Daya Manusia (SDM)* (CV. Gita Lentera, 2025).

<sup>10</sup> M. Ridwan M.P.H S. KM et al., *Pengembangan dan Pengorganisasian Masyarakat* (PT Salim Media Indonesia, 2024).

<sup>11</sup> Daru Wahyuni et al., 'Pelatihan Pembelajaran Case Method Untuk Mengembangkan Kemampuan Kerja Sama Dan Berpikir Kritis', *Abdimas Dewantara* 7, no. 2 (2024): 173–86, <https://doi.org/10.30738/ad.v7i2.17807>.

<sup>12</sup> Scott D. Wurdinger and Julie A. Carlson, *Teaching for Experiential Learning: Five Approaches That Work* (Bloomsbury Publishing PLC, 2009).

an increase in the managerial capacity of administrators and improvements in organisational governance. Initially, the results of the needs assessment showed that most of the organisation's activities were still carried out informally without clear planning documents, task distribution was not yet structured, and organisational administration was not yet systematically documented. One of the participants shared their initial reflection, saying, 'So far, we have been carrying out activities based on habit. There are no written work guidelines, so programmes are often run without clear evaluation.'

During four meetings in one month, the training process took place gradually through discussions, work programme simulation, organisational administration practice, and reflective mentoring. Changes in participants' attitudes and participation began to appear from the second meeting onwards, where participants became more active in expressing their opinions and comparing their previous organisational experiences with the management concepts they had learned. One participant stated, 'Through simulations and discussions, we came to understand that every programme must be accompanied by objectives, indicators, and responsible parties to be more focused.'

The main achievement of the activity was seen in the improvement of the administrators' ability to design and manage organisational programmes more systematically. Participants successfully drafted an annual work programme and drafted Standard Operating Procedures (SOPs) for organisational management, covering administrative governance, correspondence, agenda recording, and reporting mechanisms. In the final reflection session, one of the administrators emphasised the concrete benefits of the training, saying, 'After this training, we no longer work spontaneously. Now we have clearer work guidelines and division of tasks.'

Evidence of change is also evident in the emergence of awareness of the importance of organisational accountability. Participants realised that administrative documentation is not merely a formality, but part of professional governance. This is reflected in another participant's statement: 'The SOPs we have developed help us to be more organised, especially in reporting activities and inter-departmental coordination.'

In terms of sustainability, the administrators agreed on follow-up actions in the form of testing the implementation of SOPs and work programmes in the organisation's next activities, as well as providing further assistance. The results of the service showed that the training not only improved the administrators' conceptual understanding, but also encouraged changes in the management practices of the ISMAU Banjarnegara organisation towards more structured, measurable, and sustainability-oriented governance.

## **Discussion**

### **Improving Management Knowledge of Organisational Management Principles**

The results of the community service programme show that organisational management training has brought about changes in the way ISMAU Banjarnegara

administrators understand the role and function of the organisation. Before the programme was implemented, the organisation was viewed more as a space for collective activities carried out based on previous habits and experiences. This pattern resulted in the organisation being managed informally, without written plans and without a comprehensive understanding of managerial functions.

After participating in a series of training sessions, the administrators viewed the organisation as a working system that required planning, division of roles, and clear evaluation mechanisms. This change in perspective was evident in the administrators' ability to re-explain the organisation's activities within the framework of management functions. ISMAU administrators no longer simply talked about activities, but began to link them to objectives, responsibilities, and indicators of success. These findings indicate that the training that has been conducted can encourage a process of reflection on the organisation's existing practices.

This change is in line with Afif's findings, which place an understanding of management functions as the main foundation of organisational effectiveness.<sup>13</sup> When managers understand the managerial process conceptually, they have a more focused framework for managing organisational activities. Yutisna and Yunus also emphasise that understanding management functions helps organisations move from a reactive work pattern to a more planned and measurable work pattern.<sup>14</sup>

When it comes to adult learning, improving the knowledge of administrators is inseparable from the relevance of training materials to the needs of the organisation. Adult learning becomes more effective when participants can relate the material to their experiences and the problems they face.<sup>15</sup> This condition is evident in the training process, where administrators are able to reflect on their own organisational experiences when understanding management concepts.

The knowledge gained by administrators through this process became the basis for changes in organisational management. This conceptual understanding opened up opportunities for administrators to develop organisational planning and administrative skills in the next stage, while also strengthening the direction of ISMAU Banjarnegara's management to be more organised and sustainable.

### **Improving Management Skills in Organisational Planning and Administration**

Based on the findings, the training not only had an impact on improving the knowledge of the administrators, but also had direct implications for their skills in managing the organisation. This can be seen from the administrators' ability to compile work programmes and design organisational administration in a more structured

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<sup>13</sup> Zahrotun Ni'mah Afif et al., 'Implementation of Internal Quality Assurance Management in Meeting Educational Facility and Infrastructure Standards', *At Tadbir: Islamic Education Management Journal* 3, no. 2 (2025): 111–27, <https://doi.org/10.54437/attadbir.v3i2.2571>.

<sup>14</sup> Muhammad Iwan Sutisna Sofyan Muhammad Adam, Mukhlis Yunus, Hafasnuddin, *Manajemen dan Organisasi* (Syiah Kuala University Press, 2024).

<sup>15</sup> Hasanbasri Hasanbasri et al., 'Memahami Androgogi Dan Pedagogi: Pendekatan Efektif Dalam Membimbing Pembelajaran Orang Dewasa', *AL-MIKRAJ Jurnal Studi Islam Dan Humaniora (E-ISSN 2745-4584)* 4, no. 1 (2023): 536–47, <https://doi.org/10.37680/almikraj.v4i1.4004>.

manner. In the early stages, administrators tended to have difficulty translating their ideas into planning documents. Previous work programmes were mostly verbal and did not include a clear division of tasks or performance indicators.

During the training process, administrators began to engage in the practice of developing work programmes and simulating organisational administration. These activities helped them understand that planning is not merely a list of activities, but rather a tool for directing the work of the organisation. This change was reflected in the draft work programmes produced, which included objectives, implementation timelines, responsible parties, and simple evaluation mechanisms. This situation can be understood as an improvement in the technical skills of administrators in carrying out organisational planning functions.

This improvement in skills can be explained in line with the conceptual framework of management, in which planning is positioned as a strategic foundation for coordinating the organisation and control of organisational activities.<sup>16</sup> When managers are directly involved in planning practices, they not only understand the concepts but also learn to translate them into action. Sunardi's findings state that managerial skills develop optimally when individuals are given the space to practise the concepts they have learned in a real work context.<sup>17</sup>

In addition to planning, the administrators' skills also improved in terms of organisational administration, particularly in relation to recording activities and developing work procedures. Drafting SOPs was an important part of the training as it helped administrators understand the organisation's workflow more systematically. Pratama explained that orderly administration plays an important role in maintaining consistency in the implementation of activities and clarifying coordination between departments. In the context of ISMAU Banjarnegara, this improvement in administrative skills is the first step towards more orderly and accountable organisational management.<sup>18</sup>

The development of planning and administrative skills experienced by the administrators shows that the training has served as a practical learning tool relevant to the needs of the organisation. These skills are an important asset for administrators in managing ISMAU Banjarnegara's activities in a more focused, coordinated, and sustainable manner.

### **Changes in Management's Perspective on Organisational Governance**

One of the most noticeable changes during the service process was not only in the technical abilities of the administrators, but also in the way they viewed the

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<sup>16</sup> Ishak Talibo, 'Fungsi Manajemen Dalam Perencanaan Pembelajaran', *Jurnal Ilmiah Iqra'* 7, no. 1 (2018), <https://doi.org/10.30984/jii.v7i1.606>.

<sup>17</sup> Sunardi Sunardi et al., 'Pelatihan Dan Pendalaman Ilmu Organisasi Di Ikatan Santri, Siswa, Mahasiswa, Alumni Dan 'Ulama Nusa Tenggara Barat Orsat Jombang', *An Nafah: Jurnal Pengabdian Masyarakat* 2, no. 1 (2024): 29–38, <https://doi.org/10.54437/annafah.v2i1.1512>.

<sup>18</sup> M. Zulfakar Pratama et al., 'Kemitraan Pesantren Dengan Alumni Dalam Peningkatan Kapabilitas Dinamis Yayasan Pondok Pesantren', *Didaktika: Jurnal Kependidikan* 14, no. 3 Agustus (2025): 4101–12, <https://doi.org/10.58230/27454312.2516>.

management of the organisation itself. In the early stages, some administrators considered administrative arrangements, task distribution, and activity evaluation to be complicated and not particularly urgent. As activities progressed, the organisation focused more on 'moving' and 'running', without paying too much attention to how the process was managed systematically.

This view began to change when administrators became directly involved in discussions and reflections on the organisational practices they had been implementing. In several sessions, the administrators realised that recurring problems such as miscommunication, overlapping activities, or unclear responsibilities were not solely due to a lack of commitment, but rather to the absence of a mutually agreed-upon work system. This realisation emerged gradually, as the administrators began to see the connection between orderly governance and the smooth running of organisational activities.

This change in perspective is in line with Ansori's findings, which state that individuals' attitudes within an organisation are greatly influenced by their understanding of the organisation's systems and objectives.<sup>19</sup> When managers began to understand the reasons behind the need for planning, record-keeping, and division of roles, resistance to organisational governance gradually diminished. Governance was no longer seen as an administrative burden, but rather as a tool to help them work more effectively.

In the context of community-based organisations such as ISMAU Banjarnegara, this change in attitude is significant. Wujarso explains that the success of social organisations is determined not only by their structure and rules, but also by the collective awareness of their managers in maintaining order and shared responsibility.<sup>20</sup> Training in this community service activity provides an opportunity for such awareness to grow, particularly through the process of reflecting on the organisational experiences that the administrators themselves have undergone.

A change in the management's perspective on organisational governance is the starting point for the sustainability of training programmes. Once the management has accepted the importance of a structured work system, the implementation of work programmes and SOPs that have been developed becomes more realistic. In this case, service does not only result in documents or increased individual capacity, but also encourages the collective attitude change necessary for the organisation to be managed more stably and sustainably.

## **Conclusion**

Community service activities through organisational management training for ISMAU Banjarnegara administrators show that improving the quality of organisational management cannot be separated from contextual and participatory learning

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<sup>19</sup> Ansori Ansori et al., 'Perilaku Individu Dalam Organisasi', *Jurnal Bintang Manajemen* 2, no. 2 (2024): 135–43, <https://doi.org/10.55606/jubima.v2i2.3119>.

<sup>20</sup> Riyanto Wujarso, *Perilaku Organisasi: Memahami Perilaku Individu, Kelompok, dan Organisasi* (Asadel Liamsindo Teknologi, 2024).

processes. The training, which was conducted over four sessions within a month, provided an opportunity for administrators to review informal organisational practices that had been in place, while introducing basic principles of organisational management that could be immediately applied.

The results of the service show that there has been a change in the way administrators understand and carry out their organisational roles. Management has begun to realise the importance of programme planning, clear division of tasks, structured coordination, and documentation as part of organisational governance. This awareness is not only evident in improved conceptual understanding, but also in practical terms, such as the development of more focused work programmes and the existence of internal guidelines that can serve as a common reference in carrying out organisational activities. However, this service has a number of limitations. The relatively short implementation period meant that mentoring could not be carried out on an ongoing basis to observe the consistency of organisational management implementation in the long term. In addition, the evaluation of success still focuses more on changes in the initial understanding and skills of administrators, so that the impact of training on overall organisational performance has not been fully measured. The diverse dynamics of administrators' busy schedules also pose a challenge in maintaining the attendance and full involvement of participants in each session.

Despite these limitations, this activity made a significant contribution, both practically and academically. In practical terms, this training helped ISMAU Banjarnegara build a more structured and sustainable foundation for organisational management. The planning documents and governance guidelines produced can be used as a reference for the current and future management. Academically, this community service enriches the practice of community-based organisational training with a reflective and participatory approach, while demonstrating that strengthening organisational management can be done effectively through the integration of field experience and management theory. In the future, similar community service programmes can be developed with longer-term mentoring and more in-depth evaluation, so that their impact on organisational performance can be observed more comprehensively. Thus, community service activities will not only improve the capacity of individual administrators, but also contribute to the sustainable strengthening of the organisation.

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