
Production Management Analysis Of Shuttlecock Cottage Industry Nganjuk Regency Increases Business Revenue From The Perspective Of Sharia Management

Asiska Nur Abidah

Universitas Islam Negeri Sayyid Ali Rahmatullah Tulungagung

E-mail: siskanurabidah@gmail.com

ABSTRACT

Production management is a fundamental element in ensuring the efficiency and effectiveness of operational activities, particularly in small-scale home industries that contribute significantly to the local economy. This study examines the shuttlecock home industry in Nganjuk Regency, Indonesia, which applies production management practices, yet still lacks adequate supervisory mechanisms. The aim of this research is to analyze the implementation of production management in this industry and evaluate it from the perspective of Sharia management. A qualitative descriptive approach was employed using a case study design. Data were collected through interviews, documentation, and observation techniques. The findings show that the production process meets daily output targets (150 dozen), maintains product quality through manual methods, and contributes positively to household income. However, the absence of structured supervision and task specialization constrains the full realization of Sharia-compliant management effectiveness.

Keywords: Production Management, Home Industry, Sharia Management, Shuttlecock

INTRODUCTION

Management is the process of organizing an organization's resources to meet objectives. The four fundamental tasks of management are organizing, planning, acting, and controlling (Diana dan Rizka 2024). In the meantime, one of the crucial managerial roles for the company's sustainability is production management. Islamic beliefs hold that management is essential to production processes. Islam dictates that everything must be completed as precisely, correctly, and consistently as possible by according to the procedures. Allah SWT appreciates acts that have a clear direction of work, a strong foundation, and open methods of obtaining it (ArjiHarahap 2017).

Traditionally, marketing, production, finance, and general administration duties have been separated apart for both manufacturing and service organizations. Through sales and marketing initiatives, the marketing department is in charge of generating demand for the company's products.

Production resources are a collection of inputs that must be processed and converted into outputs, like as goods or services, in line with predetermined plans. This is the responsibility of the production

function, often known as the operations function. Finding the necessary cash and then planning how to use them to finance the business's operations so that it operates smoothly are tasks and responsibilities assigned to the finance function. Additionally, the administrative and personnel departments are tasked with performing all tasks necessary to support the business's operations (utilities function) and provide it with human resources (Saharuddin, Patra, dan Sanaria 2018).

Production issues are a major concern for the firm since they have an impact on the earnings the business makes. The likelihood that the business will achieve its objectives will automatically rise if the production process functions well, and vice versa. A business needs to rely on a few high-quality products. Product selection needs to be done thoughtfully and with great attention. The product's advantages, the competitive environment that must be handled, the existence or lack of replacement items, the market that will be targeted, and how simple it is for customers to purchase the product in question are all factors that need to be taken into account.

The public is currently very interested in home industries since they have a straightforward yet exciting concept. A home industry business can be developed from a variety of business concepts and chances (Saing 2020). In terms of home industries, Nganjuk's shuttlecock home business has the potential to provide employment. Since Indonesia's small and medium-sized businesses play a significant part in the country's attempts to combat unemployment, highlight poverty, and promote income equality, these sectors are frequently linked to government initiatives.

Thus, it should come as no surprise that Indonesia's strategy for growing its small and medium-sized businesses is frequently interpreted inadvertently as an anti-poverty or income redistribution program. However, Islam sets forth guidelines for business dealings that are intended to guarantee that all can be done in an honorable and profitable manner.

In order to compete in the market in this age of globalization, entrepreneurs are required to be able to create items that are as innovative as feasible (Budiman 2021). The shuttlecock (badminton ball) industry in Nganjuk Regency has considerable potential for development. This is because the raw materials for the shuttlecock industry are available and there are suppliers, which come from local goose feathers (mentok), namely Indonesia. If the local goose feathers are insufficient, then the industry orders (imports) to foreign parties, namely Taiwan. However, the Shuttlecock (badminton ball) industry prefers imported raw materials from Taiwan. Because, if only using local raw materials (Indonesia) is not sufficient for the amount of production. All of this depends on the policies and creativity of the entrepreneurs in the village.

The Nganjuk Regency has the ability to grow its industry. particularly in the Nganjuk Regency, where tiny home businesses are one of the factors that make industry the hub of the region's economic

activity. As a result of its operations, this industry manufactures shuttlecocks, which are subsequently supplied to customers by suppliers. However, the shuttlecock business is not the sole source of income for the residents of Nganjuk Regency; they also engage in agricultural activities.

In the shuttlecock industry, particularly in rural areas like Nganjuk, production management becomes a crucial issue due to the reliance on manual processes, limited formal training, and lack of standardized supervision. These challenges, if not addressed, could hinder product consistency and long-term competitiveness, especially as demand increases in both local and international markets. Therefore, assessing production management from a Sharia perspective is urgent to ensure ethical practices, operational effectiveness, and sustainable business growth.

Previous studies on Islamic management have mostly focused on large-scale institutions or financial management in SMEs, with limited attention to production functions in home industries (e.g., Feliyani, 2021; Fatmawati, 2024). Moreover, existing literature rarely addresses the implementation gap between Sharia management ideals and practical realities in small-scale manufacturing. This study aims to fill that gap by analyzing how Sharia management principles are applied—or neglected—within the production operations of the shuttlecock industry in rural Indonesia.

Given the aforementioned information, it would be worthwhile to carry out shuttlecock research in Nganjuk Regency. A strong marketing plan and high-quality products are necessary for achieving exceptional turnover. Shuttlecock is marketed both online and offline, but there are still issues in the production process where dishonesty from some employees during the counting process when making shuttlecocks affects the employee wage process. This demonstrates how improperly the control function is operating. This kind of production procedure will affect how effective and efficient the company is. Such production runs counter to sharia management. Based on the background above, the main research problem can be formulated as follows: How is production management implemented in the shuttlecock home industry in Nganjuk Regency, and to what extent does it align with the principles of Sharia management.

METHOD

Researchers employ a qualitative model, a methodical strategy that generates descriptive data from people's written or spoken words as well as observed behavior. However, case study research is the kind of research that researchers employ. A case study is a type of research methodology that looks for scientific truth through extensive, long-term observation. In qualitative research, words and actions are the primary data sources; supplementary data, such as documents and other sources, make up the remainder. Primary and secondary data were collected for this investigation. The

Nganjuk Regency is the site of the research. The research subjects were selected using purposive sampling, focusing on key individuals directly involved in production activities, including the business owner, core employees, and supporting workers. The selection was based on their active role in decision-making, daily operations, and familiarity with production standards. Detailed observation is the method used to conduct observation in order to gather data. And documentation; in this instance, data on items or variables found in books, transcripts, records, or other research-related literature are sought out. Descriptive techniques are employed in data analysis to create systematic or real images. Once the data has been acquired, it is imperative to double-check the data to ensure that the information is accurate and consistent with the credibility and research background. in order to be able to gather reliable and high-quality data.

The case study approach is appropriate for this research as it allows an in-depth exploration of managerial practices within their real-life context, particularly in a unique, local-scale industry. This method enables the researcher to analyze how each function of management (planning, organizing, actuating, and controlling) is carried out and how these align with Sharia principles, thereby directly answering the research problem.

RESULTS AND DISCUSSION

Planning, organizing, coordinating, and regulating resources to achieve objectives effectively and efficiently is the process that is known as management. Effectiveness refers to the ability to accomplish objectives in line with the plan, whereas efficiency refers to the accurate, well-organized, and timely completion of current duties.

For any organization to achieve its goals and fulfill expectations, management is a necessary. In his book *Management of Business Organization Governance*, Sentot Imam Wahjono asserts that all companies have plans—that is, programs or ways to accomplish objectives. The first, second, and third significant motivations for putting management into practice are related to the past, present, and future. In order to accomplish objectives, a management process that is examined from a number of angles, such as the following:

1. Planning

Since the manufacturing process is the most crucial aspect of managing an enterprise, both the volume and quality of production must be taken into account. The shuttlecock home industry goes through multiple stages of product production, which include (Utami 2023) :

- a. The quality of the product comprises the following: the primary ingredient, goose feathers, must be of high quality; if regular feathers are used instead, the product's quality will be compromised and quickly deteriorated, disappointing customers and ultimately affecting production and revenue.
- b. Manufacturing quantity consists of adjusting shuttlecock manufacturing each day to meet market demand. Can provide about 150 dozen (dozen) every day.

The number of enterprises that manufacture shuttlecocks using machinery has, up to this point, increased business competition. To be able to compete with other emerging sectors, a home industry needs to be run with a great deal of inventiveness, diligence, and perseverance.

A key component of home industry management is marketing, which aims to grow the sector in particular by influencing income-generating activities where meeting customer wants is a social and economic necessity for the business to survive. The Sumengko Village shuttlecock house industry markets its goods by sending them to different cities and even outside of Java. Additionally, collectors use the industry to send their goods to different cities. In Nganjuk Regency, the shuttlecock home industry firm shapes those operations and makes them feasible. When it comes to planning, the shuttlecock home industry in Nganjuk Regency has a well-written strategy that is organized and detailed, making it simple to locate the original company plan. The shuttlecock home sector has distinct criteria for starting a business. These recommendations are based on experience and numerous improvements that are frequently carried out by the artisans.

There will undoubtedly be a reason for operating a home industry business. Similarly, the following justifies the shuttlecock home business in Nganjuk Regency: 1) Workplace job opportunities 2) The existence of a favorable influence on other enterprises that are still in the forefront 3) Community productivity around them.

From the description provided above, it is evident that the shuttlecock industry produces a variety of product qualities, not just one, such as quality 1, quality 2, quality 3, quality 4, and quality 5. From the best feathers to average feathers, each quality differs from the feathers.

2. Organizing

Organizing involves the activity of dividing work between one workforce and another, ensuring that tasks in the home industry are evenly distributed, so that no member is overworked, and conversely, no workforce is left too idle (Sunarlie dkk. 2020). Organizing

involves the activity of dividing work between one workforce and another, ensuring that tasks in the home industry are evenly distributed, so that no member is overworked, and conversely, no workforce is left too idle.

To produce shuttlecocks, complete equipment is necessary, and it should be in good and sturdy condition to facilitate smooth production. Additionally, adequate labor is required, with each person working according to their expertise, ensuring that everyone has their own responsibilities without overlap (Sunarlie dkk. 2020). The means to produce shuttlecocks as a home industry business requires some equipment as follows: a) Feather cutting tool b) Cork punching tool (plong) c) Needle sewing tool d) Checking tool (test).

3. Actuating

The aim here is to inspire all dedicated workers to have exceptional enthusiasm for their work, to work earnestly, and to achieve goals in line with the planning and efforts within the home industry. Directing as effectively as possible in carrying out activities to achieve goals. There is a briefing for new employees to assess their abilities, facilitating the continuity of the work process. Provide monitoring of older employees by motivating them to increase work productivity to an even more optimal level, maintain labor discipline, improve when tasks do not meet expectations, and remain open to further exploring and learning in other fields (Dakhi 2016).

4. Controlling

Controlling is a very crucial stage of the management process. Therefore, the ability to carry out control requires a significant role for managers. One effective way of controlling is through direct supervision. Supervision is essentially focused entirely on preventing the possibility of misappropriation or deviation from the goals to be achieved (Rosyad dan Musyafaq 2018).

All aspects of the control stage are taken into account, including the production process, materials, quality, and quantity. The marketing aspect serves as the standard for sales levels and employee management. Measured by the year-on-year increase in revenue, it aligns with the planning.

Based on the explanation above, it can be seen that the products produced are not only in the form of branded shuttlecocks but also include unbranded (semi-finished) shuttlecocks produced by the shuttlecock home industry in Nganjuk Regency. Based on the existing data and the theory applied, the researcher concludes that the management of the shuttlecock home industry in production is still manual, with the aim of maintaining product quality.

Management principles explain that controlling is an activity of evaluating performance against established standards and then making changes or improvements if necessary. Controlling means that managers attempt to ensure that the organization progresses towards its objectives. Thus, knowing that there is deviant behavior among employees, specifically in the calculation of shuttlecocks in the wage system, where one employee is cheating on the calculation of their allowances, managers should address this issue by identifying the cause and then taking corrective action for improvement. Even the smallest deviation in production activities needs to be assessed, as major issues often arise from minor problems that are not promptly addressed. So it can be said that the control of the shuttlecock has not been executed properly (Silalahi 2015).

Even so, the shuttlecock home industry activities in Nganjuk Regency are benefiting the people in the research area. The application of Sharia management principles, particularly in planning and resource utilization, has shown potential in increasing production effectiveness. By ensuring the use of halal, high-quality materials and avoiding excessive exploitation, the production process aligns with ethical standards. However, the lack of structured supervision and job specialization indicates that the actuating and controlling functions are not fully optimized. This affects overall efficiency and highlights the need for a more systematic application of Sharia principles to improve performance consistency and employee accountability. The data obtained by researchers from the results of direct surveys at the research location also found that the aspects of shuttlecock production and distribution in Nganjuk Regency largely align with Islamic theories of production and distribution (Fauzan 2017).

Business activities are an integral part of people's lives, as humans living in this society are interdependent and rely on one another (Alam dan Zainuddin 2021). The inability of a person to meet their own needs then gave rise to trade or business activities. Thus, business activities are akin to human civilization, which is as old as the existence of humans on Earth (Mustaqim dan Suhadi 2014). To manage life on this earth as effectively and responsibly as possible, humans require knowledge, insight, skills, and a professional work ethic, which in contemporary terms is referred to as management (Hassan dan Aliyu 2018). Similarly, in the industrial world, economic actors feel the need for management thinking to run their businesses, such as organizing production activities, marketing activities, and others. Management enables industrialists to innovate and develop facilities and techniques for production activities in the industrial sector (Gunawan 2018).

Idris Parakkrasi, in his book titled *Sharia Business Management*, states that from an Islamic perspective, management means that everything must be carried out properly, regularly, orderly, neatly, and correctly, and should not be done carelessly. In Islamic finance, there are provisions for

Sharia management that must be implemented (Parakkasi 2021). Management in Islam has two important elements, namely the subject and the object. The subject is the actor or manager, and the object is the management action that involves organizing human resources, funds, production, marketing, and so on (Feliyani 2021). In evaluating the alignment of production management. In the review of shuttlecock from the perspective of sharia management, the author examines the four functions of sharia management proposed as follows:

1. Planning

Good planning must take into account the past situation, the present situation, and predict the future situation. Similarly, the shuttlecock industry in Nganjuk Regency experiences a daily increase in production, where many people are already aware that there is a home industry in Nganjuk Regency that offers very good quality shuttlecocks at affordable prices. Thus, the owner of the shuttlecock industry predicts that the prospects for the shuttlecock business can continue to grow, focusing on producing only branded shuttlecocks, although there are also unbranded shuttlecocks available. (semi-finished).

Such planning for the shuttlecock is done as thoroughly as possible. Starting with calculating production costs, determining the location for production activities, establishing partnerships to obtain raw materials, finding skilled resources to carry out production activities, and identifying production methods to ensure high product quality. In the Islamic perspective on production, the production process must adhere to specific limits and preserve the environment and existing natural resources.

Similarly, in the production of the applied shuttlecock, the owner selects the highest quality materials for manufacturing purposes and utilizes them to the fullest. He not only selects the feather suppliers but also has to ensure the quality of the feathers. In other words, shuttlecocks in Nganjuk Regency are made from good and quality materials. Our Indonesia has preserved the environment and resources by not exploiting what is available, but by making the most of the abundant resources to produce a superior product. So in this case, the behavior related to faith and divinity has been reflected, where the shuttlecock carries out the production process based on Islamic teachings. The production process is also carried out effectively and is even done manually without the assistance of machines, thus ensuring that the planning for the shuttlecock aligns with sharia management principles.

2. Organizing

In an organization, there are several sub-systems, including organizational structure, organizational chart, work specialization, and chain of command. First, the organizational

structure, which is the framework through which the organization defines the division of tasks, resource utilization, and other coordination (Fatmawati 2024).

In this case, shuttlecock has established an organizational structure that includes leadership, finance, marketing, production, and packaging. Employees take on their roles based on the skills or advantages they possess. The organization was conducted with the qualification of strong human resource skills. Organizing shuttlecocks for human resources is truly done based on their abilities and according to the needs of the home industry. However, there is a duplication of tasks performed by the owner of the shuttlecock itself, namely in marketing, packing, and product delivery, so that almost all business operations are carried out by the owner, except for production. Thus, the production management policy in shuttlecock is still not well-structured because the duplication of tasks can reduce work effectiveness, as well as the lack of optimization of the functions of each part.

3. Leadership

Leadership in the shuttlecock is conducted in a straightforward manner, as the business is still in its developmental phase. However, the owner has determined the job distribution from the very beginning, so that under his leadership, the owner of the shuttlecock does not overstaff employees. In addition, this is also because he is involved in most business activities such as marketing, the packing process, and product delivery. The packing process itself is indirectly a way for him to oversee (control) the production results, checking whether they are up to standard or if there is any damage to the shuttlecock. The damage mentioned here pertains to the feathers that do not meet the desired quality due to errors in the production process, resulting in outcomes that do not align with the initial estimates made during planning.

4. Handling

The last one is about control. Control, particularly regarding supervision of the shuttlecock. At first, the production process was initially carried out solely by the business owner and his wife, but then he entrusted the task to one of the employees in production. This is done because production activities are more frequently conducted in the homes of employees. So that he cannot perform supervision optimally. However, it turns out that this decision has a negative impact, as there are some employees who cheat in the assessment process, where the wage system is implemented based on the calculation of seed shuttlecocks valued at Rp 1,000.00. This is known to the owners at the time when the calculation of the shuttlecock with the money spent was not satisfactory.

Supervision, from the perspective of Islam, is conducted to rectify the unjust, correct the wrongdoings, and affirm the truth. In the perception of Sharia, supervision can be viewed from two perspectives. First, there is the self-control that comes from within, that is, the guidance that stems from one's faith in Allah SWT. A person who is strong in faith believes that God must oversee all the actions of His servants. Second, supervision from outside oneself, or better known as system-based supervision. This supervision is carried out in order to enhance the effectiveness of the organization's or business's activities. In this case, the shuttlecock employees have not yet developed self-supervision, as evidenced by the presence of some dishonest employees during the process of counting shuttlecocks. So that their behavior does not reflect the values of faith and obedience either (Utami 2023).

Despite being aware that the owner has not addressed this issue because, so far, it does not seem to have an impact on production. Thus, supervision that comes from outside oneself or supervision according to the system has also not been properly implemented. However, in the Islamic perspective, dishonesty is regarded as a sin. Here, it means that the owner's role as a leader also does not reflect the values of faith and obedience in performing supervisory functions. Because he indirectly justifies the deviant behavior exhibited by his employees.

Hafidhuddin and Hendri Tanjung stated that Sharia Management addresses the system, where the established system must lead to the perpetrator's behavior functioning properly (Didin dan Tanjung 2008). In this case, the owner has not addressed this issue despite being aware of it, as it currently seems to have no impact on production results and is viewed as a mere charity. This indicates that external supervision or system-based oversight has not been properly implemented.

Based on these facts, it is clear that the production management system for the shuttlecock does not align with Sharia management. This is because the established system has not led to the proper behavior of the actors or employees, including the leaders.

Based on the explanation above, it can be seen that with the home industry of shuttlecock production in Nganjuk Regency, the surrounding community will benefit financially. This income is earned to support the family economy. In the sense that it can fulfill the needs for food, drink, clothing, and shelter. So with an uncertain income, at least every day the structure of the house can be repaired, starting from the house that was originally made of boards into a wall, supporting a well as a source of clean water, to the repair of the floor that was previously a ceramic floor. Although not directly in the process, but by making payments in small installments.

Based on the above discourse, the researcher can confirm that the contribution made by the home industry shuttlecock is not only financial but also provides a sense of security, peace, and harmony. Thus, the home industry of shuttlecocks in Nganjuk Regency can boost revenue to support the community's needs and can introduce original shuttlecock products from Nganjuk Regency.

The findings of this study revealed that although the shuttlecock industry in Nganjuk still operates manually and traditionally, the application of Sharia management principles began to be implemented gradually, especially in terms of planning and selection of halal and quality raw materials. This shows that small industry players have the ability to implement Islamic values in their daily business activities.

More broadly, this sharia-based approach has the potential to be applied to various sectors of small and medium industries (SMEs), such as the food sector, handicrafts, to textiles. The application of principles such as transparency in the production process, fairness in remuneration, and responsibility for environmental sustainability can improve business sustainability while building consumer trust. Thus, this step supports the creation of an ethical and sustainable community economic ecosystem.

The findings of this study indicate that management practices in the shuttlecock home industry in Nganjuk have adopted several elements of Sharia-based management, particularly in the areas of planning and the use of halal and quality raw materials (Obaidullah 2019). These findings have positive implications for the development of Sharia-compliant small industries, as they demonstrate that even small-scale enterprises are capable of implementing Islamic values in their daily business operations. More broadly, this approach can be applied to other sectors of small and medium enterprises (SMEs), such as halal food, Islamic fashion, and handicrafts, by emphasizing ethical production, honesty, and sustainability in line with the principles of *maqashid syariah*.

The results of this research are aligned with the classical POAC theory (Planning, Organizing, Actuating, Controlling) and reinforce the concept of Sharia management as presented by Hafidhuddin and Tanjung, which states that an effective system should foster ethical behavior among business actors. However, the weakness found in the supervisory function highlights a gap between theoretical ideals and practical implementation, particularly in the controlling aspect. These findings are consistent with prior studies (e.g., Utami, 2023; Feliyani, 2021) that emphasize the importance of both structural management and the internal spiritual consciousness of the business actors. Therefore, this study contributes critically to the literature by highlighting the need for a more

integrated supervision model that combines system-based control with individual moral accountability.

From a managerial perspective, this study suggests the necessity of implementing a more structured supervision system grounded in Islamic values. Informal or trust-based monitoring is insufficient; instead, it must be supported by systematic and transparent mechanisms. One feasible solution is the adoption of simple digital tools, such as mobile-based applications, to record production outputs, wages, and distribution. Moreover, routine training programs that instill values of integrity, honesty, and responsibility should be incorporated as part of a Sharia-compliant work culture.

Future research is encouraged to explore the application of appropriate technology in the shuttlecock industry, such as the use of semi-automated machinery to enhance production efficiency without compromising Sharia principles. Additionally, future studies could develop a Sharia-based supervisory framework that combines internal (self-control) and external (system-based) oversight to minimize fraud and improve accountability. Comparative studies across different Sharia-oriented SME sectors are also recommended to identify best practices in Islamic management implementation.

CONCLUSION

Nganjuk Regency's domestic industry shuttlecock manages the day-to-day operations of raw material, production, and marketing strategy. aspects of assigning workers to groups according on the type of work they do, managing their output, outcomes, and timeliness. The control element serves as a yardstick for increases in revenue, staff, and clients. Standard tools are still used in the home industry shuttlecock production process. The distribution is done by each shuttlecock house industry in Nganjuk Regency using a method that takes into account recent advancements like social media and the internet. As a result, it can now sell to major cities around the country, such as Kalimantan, Sumatra, Jakarta, Surabaya, and Malang, as well as beyond, in countries like Malaysia, Singapore, and the Netherlands.

Because of imbalances in which shuttlecock employees have not ingrained internal supervision as demonstrated by the presence of multiple dishonest employees the production management practised by shuttlecocks in Nganjuk Regency does not fully adhere to sharia management. Even with this knowledge, the owner has not acted because, as of yet, it is believed that the outcome of production is unaffected. As a result, systemic oversight or external supervision has also not been applied appropriately. In this case, it indicates that the owner's leadership role has also failed to

uphold the importance of faith and monotheism in performing the supervisory duty, as he subtly defends the abnormal behavior displayed by his staff. According to the discussion above, it is important to note that the shuttlecock house business contributes not just monetarily but also by creating a sense of harmony, security, and tranquility. As a result, Nganjuk Regency's shuttlecock home business may boost revenue to support community needs and market the region's unique shuttlecock products. Effectiveness was reflected in the ability to maintain consistent product output, meet market demand, and generate additional family income, although not yet supported by structured task division and proper supervision.

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