Enhancing Language Corner Management with Henry Fayol's Principles at Darussalam Gontor University

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Abstract

The purpose of this study to describe the program of management Languge Corner based on fourteen managements principles of Henry Fayol in the form *(Division of Work, Authority and Responsibility, Discipline, Unity of Command, Unity of Direction, Subordination of Individual Interests, Payroll, Centralization, Scalar Chains, Order, Justice, Stability, Initiative, Spirit of Unity)*. The research approach used in this study is a qualitative descriptive approach with a case study type. Techniques of data collection were collected through observation of Language Corner program management and interviews with some Lecture and administrative documentation. Data analysis included data display, data reduction and drawing conclusions. The results showed that the management of the Language corner program at Darussalam Gontor University had used fourteen management principles from Henry Fayol. Each indicator of management principle was included of category highly implemented which means that these fourteen management principles had been implemented in the language corner program. at Darussalam Gontor University. The four of these principles are: prioritizing organizational interests over individual interests, fair compensation, centralization and scalar chain are included in applied criteria.

Keywords: Management, Program, Henry Fayol, Fourteen Principles

A. Introduction

The term of management comes from the Latin language, from the word *"manus"* which means hand and *"agere"* which means to do (M.T, 2022) The two words are metamorphosed into "manager" who regulates/manages. Then management was taken from English, comes from the verb "to manage" which means to organize or to manage. In the end management is a manager's way of guiding, leading and managing his assistant/subordinate so the program that has been carried out is successful and achieves the goals that had been determined.(Julianto & Agnanditiya Carnarez, 2021)

Hersey and Blanchar also said that management is an individual or group that

cooperates with each other by utilizing other resources in achieving organizational goals. Therefore, we will not find managerial activity except in the form of an organization, even business organizations, government, schools and industry and others.(Wijaya & Rifa'i, 2016)

Management itself can be understood as a real process by starting from planning, organizing, actuating and controlling which is carried out to determine and complete the objectives that have been implemented by using human resources and other resources.(Afriani, 2018) Meanwhile, according to Henry Fayol management is the process of interpreting, coordinating resources, sources of funds and other sources to achieve goals and objectives through planning, organizing, actuating, monitoring and evaluating.

From several of definitions above so it can be concluded into a broader perspective that management is a process of managing, regulating and utilizing the resources of an organization through members who work together to achieve organizational goals more effectively and efficiently. So the advance a company, institution, organization and even a program management are need management in it because the application of a management system in a program will certainly help in managing the various educational needs so that can run effectively and efficiently.

Language learning programs are urgently needed at this time that considering the function of language as communication, at the same time with this erat is not enough for us to just learn about our own local language because according to the development of technology, our communication is not only with people around us even with foreigners. Some schools teach a foreign language such like English or Arabic has been an obligation. In this regard, the writer would like to discuss one of the programs at Darussalam Gontor University, namely the Language Corner program based on Henry Fayol's 14 principles.

Among the highlights of this program is that the language environment is very effective and suits the needs of students who want to improve their Arabic because finding an appropriate and suitable environment for students will be quite difficult if there is not sufficient human resource capacity.

There are several studies related to this article, namely the application of management principles in leadership at the Muhammadiyah Rappang High School of Social Sciences and Political Science, Sindereng Regency, had written by Kamaruddin

Sellang 2017. From the results of this study, that fourteen principles from Henry Fayol have been applied in STISIP Muhammadiyah Rappang.(Sellang & Darman, 2017) The second study is the concept of function and principles of education management by Alzet Rama and friends 2022. The results of this second study was analysis of the functions and principles of education management.(Rama et al., 2023) The third research is in the form of management principles vs teacher performance: a common overview by ermi sola 2022. The results of ermi sola's study that management principles are a set of instruments that can reveal the extent of success and failure of school programs and their teachers in achieving learning goals as well.(Sola, 2022)

Based on the three of previous studies, there are similarities, they discussed about the principles, concepts and function of management. But the difference between previous studies and this study is more focused on management principles that proposed by Henry Foyal on a Language Corner program at the University Darussalam Gontor.

The purpose of this study is to describe the management program of the Language Corner at Darussalam Gontor University based on fourteen of Henry Fayol's principles, they are (Principle of Division of Work, Principle of Authority and Responsibility, Principle of Discipline, Principle of Unity of Command, Principle of Unity of Direction, Principle of Subordination of Individual Interests, Payroll Principles, Centralization Principles, Scalar/Hierarchical Chain Principles, Order Principles, Fairness Principles, Stability Principles, Initiative Principles and finally the Unitary Spirit Principle). (Rohman, 2018)

Based on the fourteen principles that was introduced by Henry Fayol it can be applied at all levels of management, especially in Language Corner program. Henry Fayol, as the father of management theory, had imagined that maximizing managerial efficiency in managing internal activities in an organization or program.

B. Method

The method of this study is a qualitative descriptive research method, which is a research step to create a descriptive's data in the form of written or even oral sentences or forms of policy action.(Moleong, 2007) The type of this study is a case study type that means the writer aims to study the process of implementing the Language Corner program management at Darussalam Gontor University in detail based on Henry's principles.

The research used 3 data collection techniques, namely: research uses research

instruments as a tool so that research activities run systematically and in a structured manner, data collection is carried out in several ways as stated by Suharsimi Arikunto, including the following:

1. Observation

Namely notes to observe directly with sources of information about research objects, the condition of teachers and the condition of students at Darusslam Gontor University.

2. Interview

Namely a note of questions in the form of a list of questions to lecturers at Darussalam Gontor University

3. Documentation

Namely a record of information or objective conditions of the research location and samples studied by recording all data directly from references that discuss the research object.

According to Kaelan, (Rahmanudin et al., 2022) data analysis techniques are processes search and systematically organize data obtained from interviews, field notes and documentation by means of organizing data into categories, describing it, choosing what is important and making conclusions to make things easier for yourself and others. . Thus there is a triangulation of techniques data collection, and time.

1. Source Triangulation

To test the credibility of the data by checking data that has been obtained through several sources.

2. Triangulation technique

Trangulation techniques to test credibility are carried out by: checking data from the same source with different techniques.

3. Time Triangulation

Time also often affects the credibility of data. The data collected using interview techniques in the morning when the source is still fresh, there are not many problems, it will provide more valid data so that more credible.

This data selection method is purposive sampling. The data collection method used is through observation techniques of the campus environment and interviews with the head of the Arabic language education department Ustadz AW and

documentation. While data analysis includes data display, data reduction and drawing conclusions.

C. Result and Discussion

The Zawaya Lughoh *(Language Corner)* is a program where all students of Arabic Language Teaching (PBA) at the University of Darussalam Gontor are gathered in one dormitory exactly on the third floor in a building called by Ustman bin Affan. Inside of this dormitory there are PBA students get gather from first semester the end. This program was created to rebuild a lost language environment such as the language environment at Pondok Gontor.(Suryadarma & Ridho, 2023) So the head of the PBA department, Al-Ustadz AW, created the Language Corner program by formated several divisions based on Henry's principles so that the dynamics of this program's management ran smoothly.
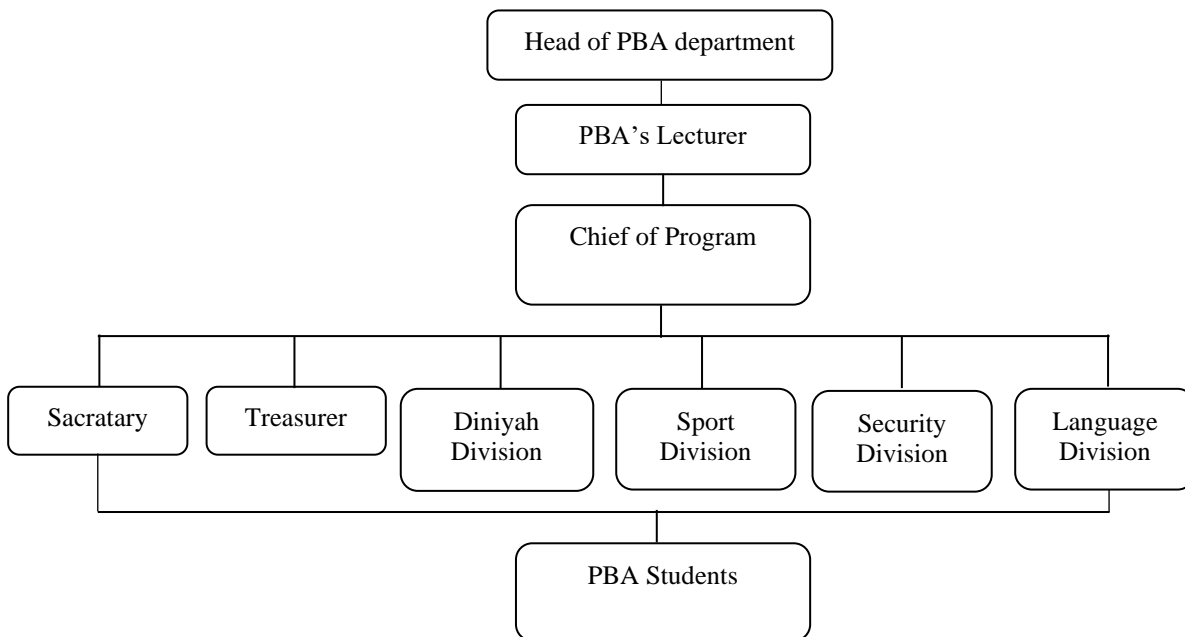
Henri Fayol was a management or administrative theorist from France who was one of the French figures in the 20th century who explained human and organizational behavior. Henry Fayol is a contributor who has a major influence on the concept of management and modern administrative science. Henry Fayol has a legacy that is most famous regarding the five main functions of management, namely planning, organizing, governing, coordinating, and controlling.(Carhuapoma García, 2018) In management practice Fayol said it can be combined in several models that can be recognized and investigated by a manager.(Tahir, 2014)

Henry Fayol is famous about his findings, namely the fourteen principles of management.(Mbalamula et al., 2017) Fayol mentions these principles in his original work as the fourteen principles of administration. These management principles are very necessary for managers for the implementation of duties and responsibilities can run according to purpose. With these management principles will help to stay away from errors and untruths in work. The fourteen of Henry Fayol's principles that are applied in the Language Corner program are as follows:(Siregar & Usriyah, 2021)

a. *Division of Work*

It is a job that must be divided and made into smaller or specialized elements, so that they get effectiveness from the work produced by their subordinates and automatically they also get an increase along with their expertise from what has been done.(Sellang & Darman, 2017) The division's job in the Language Corner program at Darussalam Gontor University can be described in the table below:

Chart 1. *Organizational Structure of the Language Corner Program at Darussalam Gontor University*

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            ┌────────────────────────┐
            │  Head of PBA department │
            └────────────┬───────────┘
                  ┌───────┴───────┐
                  │ PBA's Lecturer │
                  └───────┬───────┘
                  ┌───────┴───────┐
                  │ Chief of Program│
                  └───────┬───────┘
  ┌──────┬───────┬────────┼────────┬─────────┬──────────┐
┌─────┐ ┌──────┐ ┌──────┐ ┌──────┐ ┌────────┐ ┌────────┐
│Sacra│ │Treas-│ │Diniyah│ │Sport │ │Security│ │Language│
│tary │ │urer  │ │Division│ │Division│ │Division│ │Division│
└─────┘ └──────┘ └──────┘ └──────┘ └────────┘ └────────┘
                  ┌───────┴───────┐
                  │  PBA Students  │
                  └───────────────┘
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Based on the chart above, the head of Arabic Language Department as the manager in this Language Corner program, and the Chief of the Dormitory as the leader who leads the branch divisions to carry out their duties. This is in line with Ernest Dale's expression that work programs will be designed in such a way by members of the organization by providing mutual input between sections, and joint deliberations to produce a common consensus so that the system goes hand in hand as expected as an institution that wants to produce Superior generation.(Fattah;, 2009)

b. *Authority and Responsibility*

The head of the Arabic Language Teaching Department (PBA) has an authority as the manager who manages the dynamics run of the Language Corner program to order the chief of the dormitory and then the chief can also order each branch of the division to do something or forbid it. So each division has the authority to do a job. All of this authority comes from the responsibilities or work programs of each division that have been received by superiors. Therefore, authority and responsibility must be equal, because increased an authority, increased also a responsibility.(Kartika, 2017)

c. *Discipline*

Discipline is the commitment or rule that was predetermined before which based on existing orders and must be obeyed with their implementation.(Rosdiarini, 2020) Quoted from the words of Hasan Abdullah Sahal that there is no without discipline. Then discipline must really be upheld in a management so that an advancement is realized because discipline is the foundation of the progress of an organization for reaching its goals.(Ismiani, 2021) However, every organization has various ways of enforcing discipline, especially in the management of this Language Corner, starting from the head manager and each division and students have various rules that cannot be violated, the big example is when they are in the Language zone or Language dormitory everyone are strictly forbidden to use unfromal language, while the unformal language means is Indonesian or Local language in order to actualize the goal of forming the Language Corner program.

d. *Unity of Command*

In this principle, a manager must give an instruction to the chief of dormitory as well as these instructions are continued to each division and they must obey all orders from superiors. If this instruction is violated, then the authority will be reduced so discipline and stability will be shuted in.

Therefore, all subordinates and divisions must obey the orders from superiors which is order comes from one door and must be held. If an order comes out with more than one voice or door, so all subordinates and divisions will feel confused and unfocused in carrying out their jobs and even the students as object in the language corner program will also feel an obstacle (Ginting et al., 2021).

e. *Unity of Direction*

The purpose of establishing this Language Corner program is as a form of appreciation from the Head of the Department of Arabic Language Teaching at Darussalam University Gontor as the manager for the concerns to students who want a language environment or zone as a place for them to practice and exercise. Basically the existence of this program is based on a predetermined unity plan.(Pujiman et al., 2021)

f. *Subordination of Individual Interests to the General Interest*

The interests of an organization must take precedence over the individual interests of subordinates/members, including the individual interests of the manager himself. This principle is implemented in this language corner program with fact that in every events or agendas students must follow and attend for their own good, whereas if the students even divisions cannot attend the event they are required to ask permission from the chief or manager with clear reasons or udur syar'i and not purely personal interests that are not so urgent.(Diana & Misran, 2021)

g. *Remuneration*

This principle indeed had a major impact on the satisfaction and performance of each division manager, but in this language corner program each divisional position even manager position did not receive compensation like wages or salaries. However, as a responsibility and justice from a head of the department as the manager who manages this program, all divisions and students are given additional points which are needed and being such requirements for following the Final Semester Examination (UAS) at University Darussalam Gontor. In addition to this point, the manager also holds family gatherings every month, which include fun and meals, so this becomes one of the motivations for each board division to carry out their mandate.(Suwatah, 2017)

h. *Centralization*

Within a company, management or any authorities in the decision-making process and policies must be neutral. However, this also depends on the standard/size of the organization itself. The standar of the language corner program is not large because seeing to participation and management are taken only from the students of Arabic language Teaching department at the University of Darussalam Gontor. So Henri Fayol emphasized that there must be a balance between hierarchy and division of powers. The division of powers in the language corner program is held by the head of the Arabic language department who chooses the chief of the dormitory and the chief chooses the divisions who will assist him in running the program.(Hussain et al., 2019)

i. *Scalar Chain*

It is a level line of authority from the top to bottom or can be summed up with a hierarchy. So, in this language corner program, every division, chief of dormitory and even the manager, know their position in this program so that each position knows all of their authority and responsibility, so that no one can overstep the authority of another division or even abuse it. When a division does break the rule, the chairman as the one who is responsible will give sanctions and punishment to that division even the chief will be punished by manager.

j.   *Order*

The order/rule must be applied in an organization or program in order for anticipating chaos and tension. Because rules have a very important role in the process of advance and the success of achieving the goals of the language corner program itself.(Ahyani et al., 2021) The example of rules listed in this program are as follows: 1) superiors, administrators and students must always use the formal language in communicating, 2) every divisions and students must perform tahajud together in the dormitory and continue with tau'iyah diniyah. 3) every after subuh prayer all of members must follow the study of the book from different lecturers. each of these agendas, it is controlled by checking absences so that students or administrators who are not present can be identified.

k.   *Eguity*

The manager and chief of dormitory have to act fairly towards all divisions and Arabic language students. In terms of regulations and penalties for violators. All of this is to increase the enthusiasm of the divisions in running their obligations seriously, because each division, members and even managers do not get a salary or wages but the treatment are given to them is fair and kind. This combination of fairness and kindness can produce equity.(R. A. Rahman et al., 2022)

1)   *Stability Tenure of Personnel*

As the manager and chief of dormitory of the Language Corner program have to act fairly to each division and members about salary/wages, social security, employment and even punishment. With this fair treatment, it will have a positive impact on the divisions in complying with superior orders. However, in this principle, each division, even the head of the

dormitory and the manager, do not receive a salary or even a guarantee because it is carried out purely with the awareness and sincerity of the people who are there and run this language corner program. All of this is purely from students by students and for students.(Kurniawati et al., 2020) So that's way managers, divisions and students that carry out all obligations based on their own desires without coercion

l. *Initiative*

The chief of the dormitory as the leader in the language corner program gives a freedom to each division and members to express their initiatives in terms of making, compiling, planning and executing it. Certainly must be in accordance and balanced with their limits of authority and responsibility. Then all input and suggestions from them will be forwarded by the chief to the manager who holds the highest decision.(Rabiah, 2019)

m. *Esprits de Corps*

In principle this time it is highly recommended for manager to pay attention to the spirit of group unity.(Didi, 2020) Therefore, every week helding a gathering to discuss all problems and find solutions of them. This gathering such a *tajdidun niyah* or a renewal of intention for all divisions and members to remain enthusiastic and sincere in running their authorities and responsibilities. So this gathering must be held in a fun atmosphere.

The existence of this Language Corner program is such a form of effort to support improving Arabic language learning and creating a language environment at Darussalam Gontor University, the head of the Arabic Language Teaching Department held a Language Corner program by applying fourteen management principles from Henry Fayol.

D. Conclusion

The Language Corner Program at Darussalam Gontor University has implemented the fourteen principles of Henry Fayol. All of these aspects can be categorized into criteria that have been highly implemented, which means that on average these fourteen management principles have been highly implemented in

Language Corner program at Darussalam Gontor University. But the four of these principles are: the principle of prioritizing organizational interests over individual interests, the principle of fair compensation, the principle of centralization and the principle of the scalar chain are included in the criteria to be applied.

Based on the experiences of writer above, there are several limitations experienced by him that can be considered for writes in future to perfect their study. Some of these limitations are: the Language Corner program is only for students majoring in Arabic Language Teaching Program at Darussalam Gontor University. which there are still many other study programs on this campus and this program is still in many developments stage because it has only been running for two years.

Suggested to future writers to be able to take a larger sample for better data accuracy and to carry out continuous research so that they can see and evaluate any changes in the course of this language corner program from time to time.

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