



Department of Digital Business

Journal of Artificial Intelligence and Digital Business (RIGGS)

Homepage: <https://journal.ilmudata.co.id/index.php/RIGGS>

Vol. 5 No. 1 (2026) pp: 5683-5690

P-ISSN: 2963-9298, e-ISSN: 2963-914X

Analysis of Task and Responsibility Distribution among Committee Members in the Singing Competition at Polbeng Business Expo Chapter Two

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Abstrak

This study aims to analyze the division of tasks and responsibilities of the Singing Competition committee at Polbeng Business Expo Chapter Two by applying the Planning, Organizing, Actuating, and Controlling (POAC) management function framework. In the context of higher education, campus events play an important role in developing students' soft skills, particularly communication, teamwork, leadership, and problem-solving abilities. However, the effectiveness of these activities is strongly influenced by how well the committee manages task distribution and coordination, especially when faced with limited human resources. This study employed a qualitative research method with a descriptive approach and was designed as a case study. Data were collected through semi-structured interviews, observation, and documentation involving four committee members with different roles, namely the Project Manager, Secretary, Finance, and Marketing. The data were analyzed using the Miles and Huberman model, which consists of data reduction, data presentation, and conclusion drawing, with POAC used as the main analytical framework. The results show that the division of tasks and responsibilities among committee members was carried out quite effectively despite the limited number of personnel. Planning was conducted from the early stages of preparation, organizing was implemented flexibly according to field conditions, actuating was supported by effective communication and mutual motivation, and controlling was carried out through direct monitoring and post-activity evaluation. Overall, the application of POAC management functions played an important role in supporting the smooth implementation of the Singing Competition and ensuring that committee tasks were carried out in accordance with the event objectives.

Kata kunci: Event Management, Committee, Division Of Tasks, POAC

1. Introduction

In an increasingly competitive era of globalization, technical skills alone are not enough; students need to have good interpersonal and leadership skills to be able to compete in the world of work and society. Currently, soft skills such as effective communication, teamwork, leadership, time management, and problem solving are increasingly sought after by many companies. Therefore, higher education is not only required to provide academic learning, but must also be able to facilitate the development of character and non-academic skills that can help students succeed in the future [1].

Campus activities are a form of non-academic activity that plays an important role in the development of students' soft skills. These activities are generally carried out in the form of events or programs that involve students as both planners and implementers, thus providing practical and applicable learning experiences outside the classroom. Through active involvement in these activities, students play a role as part of a learning society, namely individuals who learn through interaction, collaboration, and real experiences in social and organizational environments [2]. Research shows that student involvement in organizational activities and campus events contributes significantly to the development of their interpersonal and professional skills, including decision-making and teamwork abilities [3].

Campus event committees are temporary organizations formed to organize activities within a certain period of time. In these committees, students act as both planners and implementers of activities, requiring them to be able to work in a coordinated manner within a team. Research shows that student involvement in campus event committees contributes to the development of soft skills, particularly communication, teamwork, and leadership

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skills, which are acquired through interaction, role sharing, and decision-making during the implementation of activities. Through event committees, students gain direct experience in carrying out managerial functions in a practical manner, especially in managing tasks, coordinating across divisions, and solving problems that arise during the event.

Polbeng Business Expo is one of the campus events held at the Bengkalis State Polytechnic as a forum for developing student creativity, innovation, and competence. This activity is designed as a forum that integrates various forms of academic and non-academic activities, such as exhibitions, competitions, and performances, which involve the active participation of students as organizing committees. Through the Polbeng Business Expo, students are not only required to showcase their creative works and ideas, but also to manage the event professionally through program planning, inter-division coordination, and structured event implementation. Therefore, the Polbeng Business Expo provides a relevant context for examining the practice of committee management in campus activities, particularly in the management of committee tasks and responsibilities.

One of the series of activities in the Polbeng Business Expo is the Singing Competition, which is a singing competition held as a structured and organized forum for children to channel their artistic talents. The implementation of art competitions such as the Singing Competition does not only focus on the competition aspect, but also requires careful management of activities so that the entire series of events can run according to the objectives that have been set. Research on the organization of art competitions shows that competitive activities require event management that includes the stages of activity planning, committee organization, technical implementation of the event, and evaluation of the implementation to ensure the smooth running of the activity and the achievement of the event's objectives [4]. Therefore, the success of the Singing Competition greatly depends on the committee's ability to manage tasks and responsibilities in a structured manner during the event organization process.

One crucial aspect in organizing events such as the Singing Competition is the division of tasks and responsibilities among committee members. An unclear or unstructured division of tasks can result in an unbalanced workload, inefficient implementation, and potential role conflicts within the team, thereby affecting the smooth running of the event. Research on committee management shows that an effective committee structure requires the establishment of clear roles and responsibilities from the outset so that each member understands the work to be done and can coordinate well. In addition, other studies confirm that optimizing task distribution through a systematic approach can help improve effectiveness and minimize overlap of work among committee members, especially in the use of resources such as time, funds, and event logistics [5]. Thus, issues related to the division of tasks and responsibilities of the committee are important issues that need to be analyzed in this study to understand their impact on the implementation of the Singing Competition.

Management functions are an important element in organizational management because they include the processes of planning, organizing, implementing, and controlling activities to achieve predetermined goals. The concept of Planning, Organizing, Actuating, and Controlling (POAC) explains that these four functions are interrelated and must be carried out systematically so that organizational activities can run effectively and efficiently. Research shows that the application of POAC helps organizations understand workflows, role distribution, and structured monitoring mechanisms [6]. This is also confirmed by Jeka et al. (2024), who state that the POAC function is the basic framework for analyzing managerial performance because it is able to describe the relationship between organizational structure and goal achievement [7].

In the context of managing activities or events, the POAC management function is also used as an analytical framework to assess the effectiveness of task implementation and committee work coordination. Research on the application of POAC in the implementation of the Ephics 2.0 event shows that clear planning, structured task distribution, focused implementation, and consistent supervision play an important role in the smooth running of activities [8]. In addition, another study confirms that the use of the POAC framework allows organizations to identify weaknesses in task implementation and improve them through structured evaluation [9]. Therefore, POAC is considered appropriate to use as an analytical tool to assess the division of tasks and responsibilities of the committee in organizing the Singing Competition at the Polbeng Business Expo Chapter Two.

According to Tabroni et al. (2023) in Nurcahya et al. (2024), management etymologically comes from the English word "Management" which has its roots in Latin, namely 'Manu' which means hand, and "Agere" which means to do or direct [10]. Literally, "Management" can be interpreted as "directing with the hand" or "managing with the hand." Meanwhile, in a broader context, management refers to the process of planning, organizing, directing, coordinating, and monitoring resources to achieve predetermined goals.

According to Hanafi (2015) in Hasby (2024), management is the process of planning, organizing, directing, and controlling activities to achieve organizational goals effectively and efficiently using organizational resources [11]. In line with this, Mulasih et al. (2025) state that management functions include planning, organizing, directing, and controlling, which are interrelated within the framework of modern organizations, with an emphasis on a clear division of tasks and harmonization between functions to achieve organizational goals [12].

According to Santoso et al. (2025), event management in a campus environment is a systematic process involving planning, coordination, and implementation of activities involving many parties to achieve the event's objectives effectively [13]. Rahmatullah and Sanjaya (2025) state that a well-thought-out planning strategy is at the core of the entire event management cycle, especially in the context of educational and campus activities.

According to Hasnanto (2025), a clear division of tasks within an event committee affects the effectiveness of teamwork and coordination support among members, thereby minimizing task conflicts during the implementation of activities [14]. Haholongan et al. (2024) further emphasize that clear task and responsibility distribution improves coordination, collaboration, and organizational effectiveness [15].

George R. Terry divides management into four basic functions: Planning, Organizing, Actuating, and Controlling (Syahputra & Aslami, 2023). Planning refers to determining future actions, organizing involves task grouping and authority distribution, actuating focuses on motivating members to carry out tasks, and controlling ensures that activities are implemented according to plans and standards [16], [17].

Based on this description, this study was conducted to analyze the division of tasks and responsibilities of the committee in organizing the Singing Competition at Polbeng Business Expo Chapter Two using the Planning, Organizing, Actuating, and Controlling (POAC) management function framework. The results of this study are expected to provide a factual description of the managerial practices of the committee and serve as material for evaluation and recommendations for organizing similar campus events in the future.

2. Research Method

This study uses a qualitative research method with a descriptive approach and is designed as a case study. This approach was chosen because the study aims to gain an in-depth understanding of the division of tasks and responsibilities of the committee in organizing the Singing Competition at the Polbeng Business Expo Chapter Two based on the experiences and perspectives of the committee members who were directly involved in the activity. The qualitative approach allows the researcher to explore social phenomena in their natural context and to capture detailed explanations regarding the implementation of management functions within the committee. The research was conducted at the Bengkalis State Polytechnic, with the implementation of the Polbeng Business Expo activities taking place in May 2025, while data collection through interviews was conducted in July 2025.

The research subjects consisted of four members of the Singing Competition committee who held different roles and responsibilities, namely the Project Manager, Finance, Secretary, and Marketing. These roles were selected to represent key managerial and operational functions within the committee structure. The researcher was not included as a research subject because the researcher acted as the main research instrument, responsible for collecting, interpreting, and analyzing the data. Informants were selected using purposive sampling, with the consideration that they were directly involved in the planning, implementation, and evaluation stages of the Singing Competition, and therefore possessed relevant information related to the research focus.

Data collection was carried out using three techniques: semi-structured interviews, observation, and documentation. Semi-structured interviews were conducted based on a set of guiding questions developed with reference to the indicators of the POAC management functions. This interview technique was chosen to allow informants to provide in-depth explanations while still maintaining the focus of the discussion. All interviews were recorded to ensure data accuracy and to facilitate detailed analysis. Observations were conducted to directly examine the implementation of committee tasks, patterns of coordination, and interaction among committee members during the event. Documentation was used as supporting data, including committee organizational structures, event rundowns, administrative records, and photographic documentation of activities, which helped strengthen the credibility of the findings.

Data analysis was conducted using the qualitative data analysis model proposed by Miles and Huberman, which consists of data reduction, data display, and conclusion drawing or verification. Data reduction was performed by selecting and simplifying data relevant to the research focus. The reduced data were then organized and presented systematically to facilitate interpretation. Finally, conclusions were drawn by identifying patterns and relationships related to the implementation of the POAC management functions. The analysis process was

guided by the Planning, Organizing, Actuating, and Controlling (POAC) framework as the main analytical lens for examining the division of tasks and responsibilities within the committee.

To ensure data validity, this study applied source triangulation by comparing information obtained from informants who held different roles within the committee. This technique was used to verify the consistency of data and to reduce potential bias arising from single-source information. By comparing perspectives from the Project Manager, Secretary, Finance, and Marketing divisions, the researcher was able to obtain a more comprehensive understanding of the committee's management practices

Table 1. Informant

Name	Peran
Sinta Amanda	Singing Competition Manager Project
Siti Zaleka	Singing Competition Secretary
Sri Rahayu	Singing Competition Finance
Retno Saputri	Singing Competition Marketing

Source: Processed data (2025)

The informants listed in Table 1 represent key positions within the Singing Competition committee, each of which is closely related to the implementation of management functions. The Project Manager was responsible for overall coordination and decision-making, the Secretary handled administrative and documentation tasks, the Finance division managed budgeting and financial reporting, and the Marketing division was responsible for promotion and communication. Involving informants from these different roles enabled the researcher to capture diverse perspectives on how tasks and responsibilities were divided and coordinated. This diversity of roles strengthened the analysis of POAC management function implementation and provided a more comprehensive understanding of committee performance during the event.

3. Results and Discussion

3.1 Results

A. Planning

Planning for the division of tasks and responsibilities for the Singing Competition committee at Polbeng Business Expo Chapter Two was carried out from the early stages of preparation for the event. This planning included determining the committee structure, dividing roles according to function, and anticipating obstacles that might arise during the event. This was conveyed by the Project Manager as follows:

“In the Singing Competition itself, there are 5 members, namely myself as the project manager, finance, HR, secretary, and marketing. I focused the division of labor so that they would work on their respective tasks...” (Project Manager)

This quote shows that the planning process was carried out by mapping the roles and responsibilities of the committee based on their respective functions. The assignment of tasks from the outset was intended to ensure that each committee member had a clear role before the event was held.

In addition, planning also includes anticipatory efforts to address human resource limitations. The Project Manager explained that the relatively small team size was taken into consideration from the outset, requiring a flexible work strategy.

“Having a small team or few members was one of the challenges due to limited human resources... we overcame this by creating a more flexible work schedule where we relied on communication.” (Project Manager)

Based on the interview results, it can be concluded that the planning function in the Singing Competition committee was carried out systematically through the establishment of task distribution from the outset and the formulation of work strategies that were adaptive to resource limitations.

B. Organizing

The organization of the Singing Competition committee was carried out through the formation of a simple committee structure with the distribution of tasks according to their respective roles. However, in practice, the organization was flexible due to the limited number of committee members involved. The Project Manager explained that even though there was a formal division of tasks, the committee still allowed members to perform more than one role according to the needs of the activity.

“There is already a division of tasks, but because the team is small, sometimes one person can do more than one thing, depending on the conditions in the field.” (Project Manager)

This statement shows that the organization does not only focus on a rigid division of tasks, but also on managing working relationships and adjusting roles among committee members. This is reinforced by the Secretary's statement emphasizing cooperation in carrying out tasks.

“Even though each person has their own tasks, if someone is overwhelmed, they are usually helped immediately. So, the tasks are still divided, but everyone supports each other.” (Secretary)

Based on the interview results, it can be concluded that the organizational function in the Singing Competition committee is carried out through the division of tasks based on formal roles, accompanied by flexible work grouping and cooperation between committee members. This organization allows activities to continue to run effectively despite limited human resources.

C. Actuating

The mobilization of the Singing Competition committee at Polbeng Business Expo Chapter Two can be seen from the efforts of the leaders and committee members in encouraging, directing, and ensuring that each committee member carries out their duties in accordance with their assigned responsibilities. This mobilization function emphasizes the aspects of leadership, communication, and motivation in mobilizing the committee during the event. This was conveyed by the Marketing department as follows:

“During the event, we were often given directions through direct communication or in groups, especially when there were changes, so all committee members remained focused on their respective tasks.” (Marketing)

This quote shows that the mobilization process was carried out through continuous direction and communication. The directions given helped the committee members understand their roles and responsibilities and maintain harmony among committee members. In addition, the Secretary also emphasized the importance of encouraging and helping each other among the committee members during the event.

“If someone looks overwhelmed, we usually remind or help each other immediately, so we can stay motivated and complete our tasks.” (Secretary)

This statement illustrates that the coordination function is not only carried out vertically by the leadership, but also horizontally among the committee members. Encouragement, motivation, and cooperation are part of the mobilization process to ensure that all committee members remain active and responsible in carrying out their duties.

Based on the interview results, it can be concluded that the mobilization function in the Singing Competition committee is realized through the provision of direction, intensive communication, and motivational encouragement among committee members, so that the plan and organizational structure can be carried out in harmony.

D. Controlling

Supervision in the implementation of the Singing Competition is carried out to ensure consistency between planning and implementation of activities. This supervision is carried out both during the event and after the event as a form of evaluation. The Project Manager explained that during the event, supervision was carried out directly on the running of the event and the readiness of the committee.

“During the event, I directly monitored the competition, the rundown, and the committee's readiness. If there was anything lacking, it was communicated immediately.” (Project Manager)

This quote shows that supervision was carried out operationally and directly to ensure that the event ran according to plan. In addition, supervision was also carried out through post-event evaluation, as stated by the Finance department.

“After the event was over, we evaluated it together, especially in terms of what went well and what needed to be improved in the future.” (Finance)

This statement shows that supervision does not only focus on the implementation process, but also on assessing the results of the activity as material for improvement. Although the evaluation was conducted informally, supervision still played a role in identifying shortcomings and improving the quality of future activities.

Based on the interview results, it can be concluded that the supervisory function in the Singing Competition committee has been implemented through direct monitoring and post-activity evaluation, so that the committee's tasks remain within the established planning framework

3.2 Discussion

The division of tasks and responsibilities of the Singing Competition committee at Polbeng Business Expo Chapter Two demonstrates the application of the Planning, Organizing, Actuating, and Controlling (POAC) management functions in a functional and interconnected manner. Although the activity was carried out with a limited number of committee members, each management function was still implemented adaptively according to the context and practical needs of the event. This finding indicates that effective committee management is not solely determined by the quantity of human resources, but rather by how management functions are applied and integrated in responding to existing constraints.

In the planning function, the committee had arranged the division of tasks and responsibilities from the early stages of event preparation. Planning activities included determining the committee structure, assigning roles according to functions, and anticipating potential obstacles that might arise during implementation, particularly those related to limited manpower. This shows that planning served not only as a preparatory stage but also as an initial control mechanism to ensure that the implementation of activities remained aligned with predetermined objectives. By clearly defining tasks at the beginning, the committee was able to minimize uncertainty and confusion during the event. This finding supports the view that effective planning plays a critical role in guiding subsequent management functions and serves as a foundation for organizational effectiveness.

Furthermore, planning in this activity was not rigid but adaptive. The committee demonstrated the ability to anticipate limitations and adjust work strategies accordingly, such as through flexible scheduling and reliance on effective communication. This reflects the importance of contextual planning in student-led activities, where resources are often limited and unpredictable conditions may arise. Through anticipatory planning, the committee was able to maintain focus on the main objectives of the Singing Competition while remaining responsive to situational challenges.

The organizing function is reflected in the formation of a committee structure with a clear division of tasks, although its implementation was flexible in practice. Formal roles such as Project Manager, Secretary, Finance, and Marketing were established to ensure accountability and clarity of responsibilities. However, due to the limited number of committee members, task overlapping occurred when necessary. This overlapping did not create significant obstacles, as committee members demonstrated a shared understanding of roles and a willingness to support one another. These findings indicate that organizational effectiveness does not necessarily depend on rigid task separation, but rather on mutual understanding, cooperation, and adaptability among members.

The flexibility observed in the organizing function highlights the importance of teamwork and coordination in small-scale event committees. Committee members were able to perform multiple roles when required, while still maintaining their primary responsibilities. This suggests that a flexible organizational structure can enhance resilience and efficiency, particularly in student organizations with limited human resources. As long as roles and responsibilities are clearly understood, flexibility in task execution can support the smooth implementation of activities without compromising accountability.

In the actuating function, the committee was mobilized through continuous direction, communication, and motivational encouragement. Leadership played a central role in ensuring that committee members remained focused on their assigned tasks and understood changes that occurred during the event. Directions were delivered through direct communication and group coordination, enabling committee members to respond quickly to situational demands. In addition to vertical communication from the leader, horizontal communication among committee members also played a significant role in maintaining motivation and cooperation.

The presence of mutual support among committee members reflects the importance of interpersonal relationships in mobilizing a small team. Encouragement and assistance among members helped maintain morale and prevented work overload from becoming a barrier to performance. This finding indicates that the actuating function in student event committees extends beyond formal leadership and includes peer motivation, shared responsibility, and collective commitment to achieving event objectives. Effective mobilization ensured that plans and organizational structures were translated into concrete actions during the implementation of the Singing Competition.

The controlling function was realized through direct monitoring during the event and post-activity evaluation. Monitoring was conducted by observing the flow of activities, committee readiness, and adherence to the event rundown. This allowed the committee leader to identify issues promptly and communicate corrective actions when necessary. Direct supervision during implementation ensured that deviations from the plan could be addressed immediately, contributing to the smooth execution of the event.

Post-activity evaluation was conducted through informal discussions and joint reflection among committee members. Although the evaluation was not formally documented, it still served as an important mechanism for assessing performance and identifying areas for improvement. This indicates that supervision does not always require formal procedures to be effective. Instead, awareness, openness, and willingness to reflect on performance can function as meaningful control tools, especially in student organizations. Through evaluation, committee members were able to learn from their experiences and gain insights that can be applied to future activities.

Overall, the findings of this discussion show that the division of tasks and responsibilities of the Singing Competition committee was carried out quite effectively through the application of POAC management functions. The interrelationship between planning, organizing, actuating, and controlling enabled the committee to manage activities efficiently despite limited human resources. Flexibility in organizing tasks allowed the committee to adapt to field conditions, while effective communication and motivation supported smooth mobilization. Supervision through monitoring and evaluation ensured that activities remained aligned with the original plan and provided opportunities for improvement.

These findings highlight the relevance of the POAC framework as an analytical tool for examining committee management in campus events. The successful implementation of the Singing Competition demonstrates that student-led activities can be managed effectively when management functions are applied adaptively and collaboratively. This study also emphasizes the importance of soft skills such as communication, cooperation, leadership, and problem-solving in supporting committee performance. Therefore, the results of this study contribute to a broader understanding of how management principles can be applied in the context of student event committees and serve as a reference for organizing similar campus activities in the future.

4. Conclusion

Based on the results of the research and discussion, it can be concluded that the division of tasks and responsibilities of the Singing Competition committee at Polbeng Business Expo Chapter Two was carried out with reference to POAC management functions. Each management function is interrelated and plays a role in supporting the smooth running of activities despite limited human resources. The application of the planning, organizing, motivating, and supervising functions is reflected in the division of tasks from the early stages of preparation, a flexible committee structure, direction and communication that encourages the committee to carry out its duties, and supervision through monitoring and post-event evaluation. Flexibility in the division of tasks, effective communication, and cooperation among committee members were the main factors that supported the effectiveness of the event's implementation despite the limited number of committee members. Based on these research results, further research is recommended to expand the object of study by involving different types of campus activities or events, so that a more comprehensive picture of the application of POAC management functions in student activity committees can be obtained. In addition, research with a larger number of informants and involving organizing committees at the operational level can provide a more diverse perspective on the division of tasks and responsibilities.

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