



E-ISSN ON PROGRESS

Submitted date : 2024-06-09

Revised date : 2024-06-17

Accepted date : 2024-06-29

Correspondence Address:

Study Programme: Art Education,
Drama, Dance, and Music Faculty of
Language and Art, State University of
Surabaya
Gedung T11 Kampus Lidah, Jalan
Kampus Lidah Unesa, Surabaya 60213
Telepon : +6231-7522876, Faksimil :
+6231- 7522876
webs :
<http://sendratasik.fbs.unesa.ac.id>
e-mail :
pendidikansendratasik@unesa.ac.id

IMPLEMENTATION OF MANAGEMENT FUNCTIONS IN THE NGRIPTO RARAS ART STUDIO SUKOREJO VILLAGE, PARENGAN DISCTRICT, TUBAN DISCTRICT

Elvajril Dhika Yunisa ¹, Dr. Arif Hidajad, S.Sn., M.Pd. ²,

¹State University of Surabaya, Surabaya, Indonesia

²State University of Surabaya, Surabaya, Indonesia

Email: elvajrildhika.20031@mhs.unesa.ac.id

Email: arifhidajad@unesa.ac.id

Abstract: Ngripto Raras Art Studio is a forum that has a function in developing the potential of human resources to shape the character of members and the surrounding community who are creative, innovative, and collaborative through art and culture. Ngripto Raras Art Studio located in Sukorejo Village, Parengan District is a studio that has excellence in organizational management in that it is a supporting factor for the development of Sukorejo Village which has been crowned as a Cultural Tourism Village. Researchers take the formulation of the problem (1) How to implement management functions (planning, organizing, mobilizing, and supervising), (2) How the results of implementing management functions through SWOT review at the Ngripto Raras Art Studio Sukorejo Village, Parengan District, Tuban Regency. The theory in this study uses management theory, management functions, and Art Studio. This research uses a qualitative approach. Data collection using (1) Observation or Observation Techniques, (2) Interview Techniques, and (3) Documentation Techniques. The results of this study show that Ngripto Raras Art Studio is guided by the application of the work system to the work program as an effort to keep the process going. The implementation of management functions includes 1) Planning, as proven by work programs that can run smoothly every year, 2) Organization, as proven by an even division of labor system, , 3) Mobilization, the chairman becomes a driving force in the implementation of activities and 4) Supervision, chairman and owner of full control to supervise the running of activities. In the SWOT analysis of strengths, weaknesses, opportunities, and threats are more or less the same as the results of the application, by having strengths contained in planning that hold joint bugs that are useful for program preparation. The weakness lies in members who are still not disciplined to duty. Opportunities are obtained from the support of the surrounding community which is very high. The threat of Ngripto Raras Art Studio in its development if the Ngripto Raras Art Studio continues to lack members due to unsystematic regeneration factors, it will be a setback in the future. The need for a well-regenerated system.

Keywords: Application, Management Function, Ngripto Raras Art Studio

1. INTRODUCTION

Indonesia is a big country that has serious challenges to face in the field of arts and culture in the future, especially the lack of government attention to arts institutions managed by the community.



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The function of arts institutions managed by the community is as part of non-formal education, which participates in the development of national culture. Government institutions that can provide services to the community in the arts sector are expected to be able to provide development in an area through the arts and culture around them. One area that has quite large potential in developing arts and culture is Tuban Regency, which is located in East Java Province, where many arts and cultural organizations are developing in the area. One alternative that needs to be done as the solution is by creating links between arts organizations and regional governments and local communities as actors and supporters where arts or arts groups develop. Apart from that, it is also necessary to control the management of arts organizations internally to improve the quality of management of arts organizations better in accordance with management functions. A good organization is an organization that is able to fulfill its vision and mission. In order to achieve this vision and mission, organizational management is needed.

Organizational management is also expected to ensure that the organization achieves the goals that have been set according to the existing vision and mission. Etymologically, the word management is taken from ancient French, namely management means organizing and carrying out. It can be interpreted that management is a management system which has now become the main focus for maintaining the survival of the arts community (Purnomo & Subari, 2019). Management can also be defined as a management effort in an organization which includes planning, organizing, activating and supervising (Saadudin & Firdaus, 2021). In managing organizational management, it will be explained how to implement the management function of an arts organization that supports the development of an area in arts and culture, especially Tuban Regency, which has one of the arts organizations to be developed, namely the Ngripto Raras Art Studio, because this arts organization is one of the village factors that was named a tourism and culture-based village, namely Sukorejo Village, which is located in Parengan District, Tuban Regency and supports the development of arts and culture.

Sukorejo Village can be named a tourism and culture-based village because one of the factors is the existence of the Ngripto Raras Art Studio. The Ngripto Raras Art Studio is a source of pride for the people of Sukorejo Village. The special factor is that Sukorejo Village has a variety of traditions according to its agricultural location, namely expressing gratitude, asking for safety, and so on, expressed with earth alms, *tayub*, and others. This agrarian culture produces local wisdom (local genius). This local wisdom can take the form of arts such as *wayang krucil*, *wayang kulit*, *wayang thengul*, *sandur*, *fly bancahan*, *pencak dor*, *kaleman*, *wiwit*, *colok*, *njarak'i mantepan*, *sepasaran*, *tingkeb*, and so on which are managed by the Ngripto Raras Art Studio so that can be known by the whole community.

The Ngripto Raras Art Studio is often used as an object of research, because it is the Ngripto Raras Art Studio categorized as it is unique for one reason, namely the existence of routine training activities for all branches of art and festivals which are carried out regularly every year involving the local community, arts practitioners in Tuban, as well as educational institutions in the Tuban area and surrounding areas. The Ngripto Raras Art Studio is a forum that has the function of developing the potential of human resources to shape the

creative, innovative and collaborative character of members and the surrounding community through art and culture.

Research that is relevant to the research focus of this article is research with the title "Management of the Airlangga Orchestra Student Activity Unit, Airlangga University Surabaya Period 2019" conducted by Aditya Hasni (2020 thesis) Department of Sendratasik, Faculty of Languages and Arts, Surabaya State University. The aim of this research is to find out the background to the establishment of UKM AO and how the UKM AO management system in the 2019 period adheres to management principles. The second research was conducted by Devin Natania Korina with the title "Management of the Lung Ayu Dance Studio, Jombang Regency" (2014 thesis) Department of Dance, Faculty of Languages and Arts, Surabaya State University, which discussed the background to the founding and management system that exists in dance studios. The third research is entitled "Management of the Bekoh Kerreng Patrol Music Studio during the Pandemic" conducted by Adellia Pratiwi (2021 thesis) Sendratasik Education Study Program, Faculty of Languages and Arts, Surabaya State University which explains the history and background of the Bekoh Kerreng Patrol Music Studio since 2016 to date. This research also explains the implementation of management functions during the pandemic where the studio leader is assisted by studio trainers in managing it. Sendratasik Education Study Program, Faculty of Languages and Arts, Surabaya State University which explains the history and background of the Bekoh Kerreng Patrol Music Studio since 2016 to date. This research also explains the implementation of management functions during the pandemic where the studio leader was assisted by the studio trainer in managing it.

2. METHOD

This research method uses a qualitative descriptive approach which produces descriptive data proposed by (Sugiyono, 2016) where the researcher is the key instrument, the data collection technique is carried out by triangulation (combination), data analysis is inductive/qualitative. This research uses the research subject, namely the Ngripto Raras Art Studio, which is located in Parengan, Tuban. Data collection techniques use observation, interviews and documentation techniques. Data analysis uses data reduction, data presentation, and data conclusion. Test the validity of the data using method triangulation and source triangulation.

3. RESULTS AND DISCUSSION

3.1 Implementation of Management Functions at the Ngripto Raras Art Studio, Sukorejo Village, Parengan District, Tuban

The Ngripto Raras Art Studio was founded in 1987 and is one of the arts institutions that has succeeded in surviving until now due to its organizational management, active support from studio members, the surrounding community and the local government. The management that has been implemented at the Ngripto Raras Art Studio will later be explained in terms of the core management functions that have been implemented. However, before explaining the management functions implemented, it is necessary to first explain the means that influence the course of management, namely management tools.

Management facilities can be called resources for an organization, especially studios to achieve organizational goals. To achieve the goals that have been set.

Management facilities are a requirement to achieve a specified result. As stated by Terry (in Handayani and Soeyono, 2018:30) who is better known as "The Six M". The 6 M's are Men, Money, Materials, Machines, Methods, and Markets. In line with the management of the Ngripto Raras Art Studio, where management facilities for the use of human resources and other resources are utilized in such a way as to obtain valid results.

1. Man

Human resources play a very important role in the management of the Ngripto Raras Art Studio. And the people referred to in this research are the administrators and members of the Ngripto Raras Art Studio. In accordance with the AD/ART that has been approved, the leadership structure includes protectors Wiwik Hartatik, SE, Advisor Rusdiono, Suhartono, Mahfut Wawan Prasetyo, S.Hut., Advisor Eko Hardoyo S.Sn., and Chairman Bayu Ari Nur Rahmat. The management structure is fully explained at the point of organization in the management function.

2. Money

Finance in the Ngripto Raras Art Studio is one of the resources that is really needed to be able to carry out a predetermined work program. And in terms of finances, the Ngripto Raras Art Studio has from the past until now still implemented traditional management by managing money more or less independently by the family of the Ngripto Raras Art Studio administrators. However, as time goes by, the Ngripto Raras Art Studio can be said to have developed because it received funding from the local department for its activities.

3. Materials

The Ngripto Raras Art Studio referred to as materials here are the infrastructure used by the members of the Ngripto Raras Art Studio. The facilities and infrastructure previously belonged to the private owner of the Ngripto Raras Art Studio, namely Eko Hardoyo. However, as time went by, he recommended that existing facilities and infrastructure be used and put to good use for the activities of the Ngripto Raras Art Studio as well as adding infrastructure that did not yet exist with a financial system from the treasury of the Ngripto Raras Art Studio and especially personal costs from Eko Hardoyo's family.

4. Machines

Machines are an important means of communication between individuals and groups in writing letters. The machine in question also refers to cellphones as a communication medium, laptops as a medium for typing letters, taking attendance and making posters. The electronic media used currently still uses the personal property of each member who has joined Ngripto Raras Art Studio. However, if the Ngripto Raras Art Studio has a desire then support such as supporting activities such as sound systems, cameras, computers, and so on, is partly borne by one of the family members of the owner of the Ngripto Raras Art Studio who has complete media with negotiations carried out between families.

5. Methods

Method means a plan or method of the Ngripto Raras Art Studio to achieve its goals. The Ngripto Raras Art Studio carries out a joint discussion system. This joint discussion system applies to all branches of art. However, basically the theater branch still does not take place routinely due to factors such as routine training which has not been carried out in a structured manner. In contrast, other branches of art can be implemented well because regular training can be supported.

6. Markets

Regency. However, especially the people of Sukorejo village, Parengan District. It is also possible that the Ngripto Raras Art Studio market could be said to be expanding. In the traditional and non-traditional music branches, it can reach local institutions, namely SDN Sukorejo 1, SMPN 1 Parengan, SMPN 2 Parengan, SMPN 1 Singgahan, and SMAN 1 Parengan. Both traditional and non-traditional music branches can be reached because of the extensive network established by the figure of Eko Hardoyo who is able to work together or can be said to help in the processes of several of these agencies in terms of processes.

Ngripto Raras Art Studio applies the management tools described above and in its management it implements management functions which include planning, organizing, mobilizing and supervising which will be described as follows:

1. Planning

Planning for the Chairman of the Ngripto Raras Art Studio for the 2022/2024 period facing several events and work programs, the chairman command management to include the ability to participate in all work programs that will be carried out at the Ngripto Raras Art Studio. In the planning referred to here is the Ngripto Raras Art Studio own program short-term and long-term work. Ngripto Raras Art Studio's short-term work program includes routine training and competency tests. The long-term work program includes the anniversary of Ngripto Raras Art Studio, Commemoration of National Music Day, Commemoration of World Theater Day, Commemoration of World Dance Day, Commemoration of Wayang Day, and the End of Year Appreciation Stage. The implementation of this long-term work program is adjusted to National Remembrance Day. The planning for the work program of the Ngripto Raras Art Studio was determined during a meeting at a joint discussion with the agreement of all members and the person in charge of the Ngripto Raras Art Studio. The following is a routine training schedule according to field categories adapted to the branches of art at the Ngripto Raras Art Studio which have been determined according to the AD/ART.

Table 1. Timetable

Field Category	Day	O'clock
Traditional Music	Monday	19.30 to 22.00 WIB
	Friday	19.30 to 22.00 WIB
Non-traditional music	Tuesday	19.30 to 22.00 WIB
	Saturday	19.30 to 22.00 WIB
Dance	Sunday	08.00 to 11.00 WIB
Theater	Sunday	19.30 to 22.00 WIB
Puppetry	Wednesday	19.30 to 22.00 WIB

Planning for the Chairman of the Ngripto Raras Art Studio for the 2022/2024 period facing several events and work programs, the chairman command management to include the ability to participate in all work programs that will be carried out at the Ngripto Raras Art Studio. The Ngripto Raras Art Studio's monthly work program consists of Ngripto Raras Art Studio management meetings and equipment inventory conditioning. Meanwhile, the year's work program of the Ngripto Raras Art Studio aims to recruit and cadre new members with the aim of regenerating the membership of the Ngripto Raras Art Studio. The work program of the Ngripto Raras Art Studio is in accordance with the AD/ART as follows:

Table 2. Work program

No.	Monthly Work Program
1.	Competence test

No.	Annual Work Program
1.	Anniversary of the Ngripto Raras Art Studio
2.	Commemoration of National Music Day
3.	Commemoration of World Theater Day
4.	Commemoration of World Dance Day
5.	Commemoration of World Puppet Day
6.	End of Year Appreciation Stage

The Ngripto Raras Art Studio's Incidental Work Program is carried out if the Ngripto Raras Art Studio receives an unexpected performance request in the form of an invitation to take part in an arts festival or collaborative performance which is not included in the Ngripto Raras Art Studio's weekly, monthly and annual work program.

1. Organizing

The organization of the Ngripto Raras Art Studio was implemented well in terms of establishing an organizational structure at the beginning of the work meeting. In accordance with the AD/ART that has been approved, the management structure includes protectors Wiwik Hartatik, SE, Advisor Rusdiono, Suhartono, Mahfut Wawan Prasetyo, S.Hut., Advisor Eko Hardoyo S.Sn., Chairman Bayu Ari Nur Rahmat, Deputy Chairman Solikin, S.Pd., Secretary Wahyu Hadi Mukti, S.Pd., Treasurer Helfina Retya Putri Hutami, Public Relations Mohdi Yulianto Prabowo, S.Pd., Head of Music Danang Mahmudiana, Head of the Division Ananda Alung Prasetya Karawitan, Head of the Dance Division Galuh Haryanti Manunggaling Tyas, S.Sn., Head of the Theater Division Aditya Nur Rahmad, S.Sn., Head of the Puppetry Division Yusuf Wahyu Sasmito, S.Kep., Head of the Program Development Division Silva Ayu Ing Tyas, Head of the Documentation Publication Division Priyo Subandi, and Head of Facilities and Infrastructure, Sarno.

2. Mobilization

Movement of the chairman intended as a director in the movement. This briefing also aims to enable the team at the Ngripto Raras Art Studio to work in one command. The term command itself in the Ngripto Raras Art Studio is usually called mandori. What Mandori means in terms of this movement is a command system by members which is carried out sincerely without receiving any compensation and this term is more familiar to the public.

3. Supervision

Supervising the work of the team, the head of the Art Studio, Ngripto Raras, schedules a special meeting every week between the management to report on progress and work to find if there are obstacles along the way and to find solutions. Apart from that, the chairman supervises each administrator via electronic media such as cellphones to monitor the work of all members. In detail, the Ngripto Raras Art Studio has its own system for monitoring this in detail. As is the case with short-term work programs such as routine training, with routine training the administrators also find ways to implement supervision well, that is, after each routine training is carried out, the administrators evaluate how the routine training went at that time, if there are deficiencies then the fellow administrators think about it, how is this resolved? After the routine training has been carried out and has run smoothly, the administrators hold a competency test to measure students' abilities from the results of the routine training. It is also different in the implementation of long-term work programs. The monitoring system in long-term work programs is carried out by means of evaluation at the end of the activity or at the completion of the event. This evaluation only covers whether or not each event in the long-term work program ran smoothly or not because the program only includes artistic celebrations.

3.2 Result of implementing the management function through a SWOT review at the Ngripto Raras Art Studio, Sukorejo Village, Parengan District, Tuban Regency

SWOT analysis is a method that is widely used to determine the situation and conditions facing an organization, both inside and outside the organization, Permas (2003:45). This time the researcher used a technique created by Albert Humphrey who stated that SWOT analysis is a technique for identifying an organization's strengths, weaknesses, threats and opportunities. This analysis technique is carried out so that organizations can improve their strategies to achieve maximum results. SWOT analysis as a measurement of strength (*strength*), weaknesses, opportunities and threats. SWOT analysis can be said to be a useful tool for understanding the relative position of a research subject in the context of the internal and external environment. The following is a SWOT analysis of the Management Functions of the Ngripto Raras Art Studio.

a. Strength

The strength of the management function of the Ngripto Raras Art Studio is found in planning which holds joint discussions which are beneficial for the sustainability of the goals of the Ngripto Raras Art Studio by preparing programs that are in accordance with the human capacity or members of the Ngripto Raras Art Studio. The organizing function is also said to be quite good with an even division of work, by understanding the situation and conditions of the Ngripto Raras Art Studio in terms of establishing an organizational structure in handling each annual, monthly or daily program that has been created in the planning function. Because in terms of the work program it is already held by each member. It can be concluded that the strength of the Ngripto Raras Art Studio lies in its structured organizational structure, a work program that has been structured and will definitely be implemented, and an even distribution of work according to its field. Has a fairly wide network because it collaborates with Drama Arts, Dance and Music, Surabaya State University. However, on the other

hand, the Ngripto Raras Art Studio has been able to survive until now because of the support from the local Cultural Service. Previously the support was in the form of a permit, but now the support is in the form of funds that are used for each activity carried out. One of the strength factors of the Ngripto Raras Art Studio also comes from the community. The support from the local community was extraordinary in the form of joining committees, making their homes a place for guests from outside to stay, donating food for consumption at events. This is also supported by the presence of high-quality trainers in the arts, especially traditional fields who can guide students well. The location of the Ngripto Raras Art Studio is very strategic and easily accessible to the public so that it can also attract more students.

b. Weakness

The Ngripto Raras Art Studio has a weakness in members who are still not disciplined in their duties because the management and members of the Ngripto Raras Art Studio are mixed. This results in different activities and results in absenteeism during activities. The funding system for the Ngripto Raras Art Studio also still adheres to the traditional management system, which is managed by the family itself. It can be concluded that the weakness of the Ngripto Raras Art Studio is its limited human resources, in which case the Ngripto Raras Art Studio tends to still apply traditional management.

c. Opportunity

The opportunity for the Ngripto Raras Art Studio comes from the enthusiasm of the people of Sukorejo Village to create a forum for the arts. So, the Ngripto Raras Art Studio has clear work programs, facilities and an atmosphere that supports and encourages more interest for all members and the surrounding community. Thus, support from the surrounding community is very high which makes the Ngripto Raras Art Studio more enthusiastic. Program continuity or the continuity of programs that are carried out periodically and occur continuously are also factors in obtaining opportunities to develop larger cultural tourism villages. So in recent years support from the local government has been greater than in previous years previously namely only in the form of a place permit.

d. Threat

The threat to the Ngripto Raras Art Studio if it continues to lack members due to regeneration factors that have not been systemized, will be a setback in the future. Regeneration in the Studio Ngripto Raras too still including adhering to a traditional management system because member acceptance has not been maximized by going through the approval stages like an organization. Therefore, the threat of further regeneration is still hampered, public interest has decreased, and this has resulted in a decline in the quality of the Ngripto Raras Art Studio

4. CONCLUSION

This section contains the conclusions of the results of the research conducted. In order for the results of the research that has been carried out, in this study there are two conclusions. The first conclusion is the application of the management function of the Ngripto Raras Art Studio in carrying out its work program by applying management tools which include: 1) Men, which means the members themselves. 2)

Money, which can be interpreted as funding. 3) Materials, which means certificates and administration. 4) Methods, which is defined as a way for the Ngripto Raras Art Studio to achieve its goals by discussing together. 5) Machines, such as cellphones, laptops, sound systems and cameras belonging to members' personal members. 6) Markets, which means the market or target of the Ngripto Raras Art Studio, namely the people of Sukorejo Village. Apart from implementing management tools, the Ngripto Raras Art Studio implements management functions which include: 1) Planning, as evidenced by a work program that can walk smoothly every year 2) Organization, proven by a fairly good command system. 3) Mobilization, the chairman is said to be the driving force and 4) Supervision, in this case the chairman and owner have full control to supervise the running of the organization. The second conclusion is that according to the SWOT analysis of strengths, weaknesses, opportunities and threats, it is more or less the same as the results of implementation, with the strengths found in planning that holds joint discussions for sustainable goals. The weakness of the Ngripto Raras Art Studio is that its members are still not disciplined enough to carry out their duties. The chances of getting support from the surrounding community are very high. The threat of the Ngripto Raras Art Studio due to a lack of members due to regeneration factors that have not been systemized, will be a setback in the future.

AUTHOR CONTRIBUTIONS

Based on research, several suggestions aimed at the Ngripto Raras Art Studio and based on what has been explained by researchers regarding the background and management system of the Ngripto Raras Art Studio, this thesis can be used as a reference example for similar research regarding management. Researching management is an interesting one. Suggestions for the management implemented at the Ngripto Raras Art Studio are hopefully there will be improvements to the management system that will lead to good acceptance of new members. If the reception is carried out correctly and well, then the management of the Ngripto Raras Art Studio will be even better.

ACKNOWLEDGMENTS

Thank you to the entire Ngripto Raras Art Studio family for agreeing to use it in research and I would like to thank the Sendratasik Education Study Program, Surabaya State University.

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