



The Effect of Planning, Organizing and Supervision on Principal Leadership (Literature Review of Educational Management)

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Abstract: This study aims to examine the Effect of Planning, Organizing and Supervision on Principal Leadership (Education Management Literature Review). Within the scope of school education, the existence of the principal is the determinant and direction of school policy. The principal must also have the ability to regulate his agency in order to achieve and realize the agency's goals. In this study, researchers used descriptive qualitative methods and library research. By reviewing previous articles that are relevant to this research. The results of this study are: 1) Planning has an effect on the Principal's Leadership, 2) Organizing has an effect on the Principal's Leadership, and 3) Supervision has an effect on the Principal's Leadership.

Keywords: Planning, Organizing, Supervision, Principal's Leadership

INTRODUCTION

In an educational institution, both elementary schools, junior high schools and high schools there is a leader who is commonly referred to as the principal. The existence of the principal as someone who regulates and makes policies certainly makes it important in educational institutions. However, the principal must have the ability and expertise related to school management, human resources and so on. It is not uncommon for a school principal to only have a higher title than other educators.

For this reason, in this article, we will discuss the Principal's Role: Planning, Supervision and Performance.

Formulation of the problem

Based on the above background, the researchers determined the formulation of the problem as follows:

1. Does Planning affect the Principal's Leadership ?.
2. Does Organizing affect the Principal's Leadership ?.
3. Does Supervision affect the Principal's Leadership ?.

LITERATURE REVIEW

Principal's Leadership

The principal is someone who leads an educational institution, whose role is so complex. In addition to playing a role in regulating and managing schools to be efficient and effective, school principals are also required to improve the performance of their employees. The principal becomes someone with the authority to make and determine policies within the organization or agency to achieve its goals. (Gaol & Siburian, 2018)

The principal also plays a role in motivating employees to improve employee performance, especially in learning, if the principal succeeds in motivating employees, good employee performance will be achieved. On the other hand, without the principal's role, especially in motivating employees, there will be no optimal performance of employees because they think they are not valued as employees. (Gaol & Siburian, 2018)

The role of the Principal has been studied by previous researchers, among others: (Gaol & Siburian, 2018), (Farida & Mujianto, 2021), (Purwoko, 2018).

Planning

Planning is an activity in preparing things systematically, regarding activities or activities to be carried out in achieving a goal or ideal. Planning can also be interpreted as a way to get something with the resources you have in order to create effectiveness and efficiency (F. Saputra & Ali, 2022). Supervision is an activity to measure actions in the future or in the future, so it is important to plan before an activity takes place (Angelliza Chantica et al., 2022).

In an organization or agency, planning is important before making a decision or policy. The nature of self-planning aimed at managing employees and other resources efficiently and effectively within the organization. Without planning, managers will find it difficult and have little chance of achieving organizational goals or implementing good corporate governance. (Angelliza Chantica et al., 2022)

Planning has been researched by previous researchers, among others: (Angelliza Chantica et al., 2022), (Arif et al., 2017), (F. Saputra & Ali, 2022), (Muspawi, 2017), (Muhyiddin, 2020), (Ningsih et al., 2021), (Sudiantini & Saputra, 2022).

Organizing

Organizing is the ability of company management to motivate, direct, communicate and influence their subordinates. In terms of organizational direction, it can be done by providing motivation, because managers cannot direct unless subordinates are willing to follow the direction of the manager, motivation is an activity that causes, distributes and maintains human action, motivation is an important subject for managers because managers must work with support. through other people (Ahmad & Pratama, 2021).

An organization is a collection of people who are connected to each other to work together to achieve a goal, namely the welfare of members of the organization and the organization itself. In order for the implementation of work in an organization to run well, sources such as raw materials, tools and work methods are needed. Effectiveness is an expectation that an organization wants to achieve. With effectiveness in achieving organizational goals, it is necessary to take action in managing the resources owned by an organization (Ahmad & Pratama, 2021).

Supervision

Supervision is an activity to supervise that every activity or activity is carried out in accordance with the plans that have been formed or determined. In supervisory activities, the aim is to check and examine whether the tasks that have been given are carried out properly or not. Supervision is also carried out to check the availability and deficiencies in carrying out

activities (Angelliza Chantica et al., 2022). Furthermore, in terms of supervision, organizational management can also conduct evaluations based on the supervision they carry out in the field. Because the supervision includes supervision of employee performance, use of resources, organizational activities and so on. So that in carrying out supervision, in the end the company's management can carry out a good evaluation in making decisions (Samsirin, 2015).

Supervision has been investigated by previous researchers, among others: (Samsirin, 2015), (F. Saputra & Ali, 2022), (Andhika, 2018), (Sari & Meiranto, 2017), (Rusdan, 2016), (Angelliza Chantica et al., 2022).

Table 1. Relevant previous research

No	Author (year)	Research results	Simmilarities with this article	Difference with this article
1	(Angelliza Chantica et al., 2022)	The Role of Supervisory Management: Commitment, Planning, Employee Abilities (HR Literature Review)	Discussing Monitoring and Planning	Discuss the commitment and ability of employees.
2	(F. Saputra & Ali, 2022)	Application of POAC Management: Economic Recovery and National Resilience during the Covid-19 Pandemic	Discussing Planning and Monitoring	Discussing about Organization and Actuating
3	(Samsirin, 2015)	The Concept of Supervision Management in Islamic Education	Discussing Supervision Management	Discussing Supervision in Islamic Education
4	(Wijaya & Andreani, 2015)	The Effect of Motivation and Compensation on Employee Performance at PT Sinar Jaya Abadi Bersama	Talking about Performance	Discussing Motivation and Compensation at PT Sinar Jaya Abadi Bersama
5	(Riyadi, 2011)	The Effect of Financial Compensation, Leadership Style, and Work Motivation on Employee Performance in Manufacturing Companies in East Java	Talking about Performance	Discussing Financial Compensation, Leadership Style and Work Motivation in Manufacturing Companies in East Java
6	(Purwoko, 2018)	The Influence of Principal Leadership, Teacher Commitment, Teacher Work Discipline and School Culture on Vocational Teacher Performance	Discussing the Principal's Role and Performance	Discussing Teacher Commitment and School Culture for Vocational Teachers
7	(Putro & Rinawati, 2013)	The Influence of Teacher Performance on Students' Learning Motivation	Discussing Teacher Performance	Discussing Student Learning Motivation
8	(Suciningrum et al., 2021)	The Influence of Work Motivation and Work Discipline on Teacher Performance	Discussing Teacher Performance	Discussing Work and Discipline
9	(Saifullah, 2020)	Determination of Teacher Motivation and Performance on Principal Leadership and Teacher Professional Competence (Case Study at Sman 1 Kota Bima) Literature Review of Human Resource Management	Discussing Teacher Performance	Discussing the Motivation and Professional Competence of Teachers

10	(Gaol & Siburian, 2018)	The Principal's Role in Improving Performance	Role in Teacher	Discussing the Role of the Principal	Discuss about improving teacher performance
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RESEARCH METHODS

In this study, researchers used descriptive qualitative methods and library research. By reviewing previous articles that are relevant to this research. Data collection in this study was through the Google Scholar application by searching for previous scientific articles related to this variable.

In this study, theoretical studies must be used consistently and based on methodological assumptions. In the sense that it must be applied inductively so that it does not raise questions that will be asked to the researcher. Researchers conduct qualitative research, namely because of its exploratory nature (Ali, H., & Limakrisna, 2013).

FINDINGS AND DISCUSSION

1. The Effect of Planning on Principal Leadership

Planning is one of the efforts made before carrying out activities or activities, both individuals and groups. Planning is the initial stage before carrying out activities, monitoring and evaluation. In planning, the series of activities, budgets and organizational goals are discussed (Fahmi & Ali, 2022). A good and careful planning will facilitate the implementation of activities and achieve organizational goals, minimize risks that will occur and can coordinate with colleagues who will later relate to the organization's activities. (Ananda, 2019)

The planning carried out by the Principal includes: determining the school's budget for needs, determining school activity plans, determining the school's mission, determining policies, preparing work plans and conducting training in improving employee abilities. (Hidayah & M.Tony Nawawi, 2021). With transparency through planning, it can foster employee confidence in the principal's ability to lead. The influence of the employee's trust will grow employee work loyalty. Employee loyalty has an impact on organizational performance, in addition to accelerating the achievement of organizational goals, with this loyalty will have an impact on people's perceptions of our organization (Mahaputra & Saputra, 2022).

2. The Effect of Organizing on Principal Leadership

Organizing is an effort made by the management of an organization to organize its resources. The purpose of organizing is to facilitate an organization in achieving its organizational goals. In addition, by organizing, it will facilitate organizational management in evaluating organizational activities (Ahmad & Pratama, 2021). There is much that can be done in organizing, especially by the principal. A leader who has the authority to organize in the school environment. The principal organizes with the aim of achieving the targets that have been previously planned. As well as the leadership of the principal in managing its workforce is also one of the organizational efforts (F. Saputra, 2021).

The organizing influence carried out by the principal aims to regulate and control the workforce, determine the performance of its employees to maximize school performance. Principals who have leadership in organizing are considered capable of managing the organization well, so that public trust in the school arises (Mahaputra & Saputra, 2021).

3. The Effect of Supervision of Principal Leadership

Supervision is one of the efforts to see the performance of the resources owned by an organization, both human resources and also to supervise the availability of raw materials and supervision of the work tools used. The purpose of supervision is to ensure whether employees do the work according to their work or not (Andhika, 2018). Supervision also aims to evaluate

the performance of employees, especially educators. Does the teacher carry out his work according to the syllabus they have or not. Supervision also aims to determine the ability and loyalty of the organization's employees. If the abilities possessed are not in accordance with the work, then training can be carried out, which contains activities to develop their abilities and knowledge (Sari & Meiranto, 2017).

With the supervision by the principal, it can improve the ability of its employees, and will later have an impact on employee performance and organizational performance. This important principal's leadership must be utilized for the common good in achieving organizational goals (Farida & Mujianto, 2021).

Conceptual Framework

Based on theoretical studies and discussions that have been discussed by researchers, the conceptual framework is determined as follows:

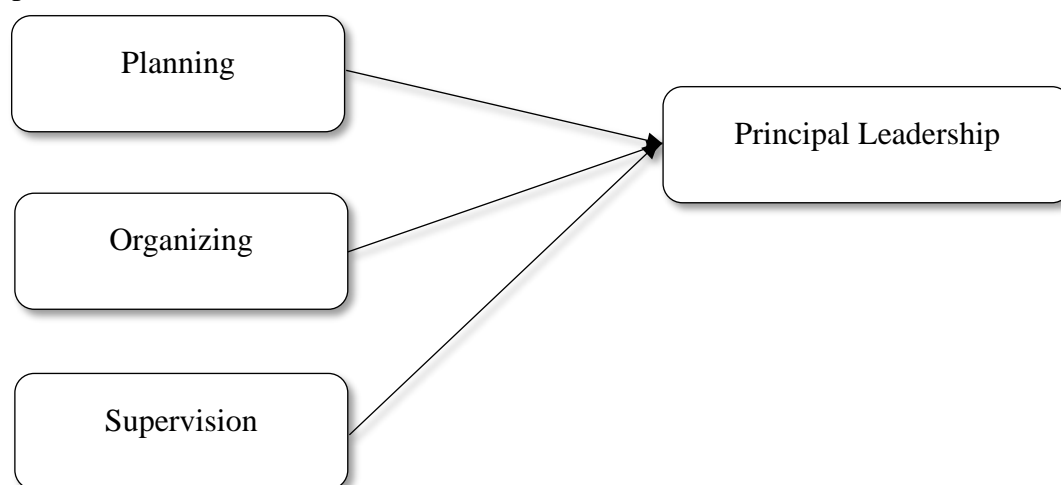


Figure 1. Conceptual Framework

Based on the relevant theoretical studies and the above discussion, then: The Principal's Role: Planning, Supervision and Performance. Apart from the above variables related to the role of the principal, there are other variables that influence, among others:

- 1) Leadership: (F. Saputra, 2021), (Chauhan et al., 2019), (Zulkarnain & Manurung, 2020), (Assagaf & Ali, 2017), (Riyanto et al., 2017), (Mansur & Ali, 2017), (Ali, Sastrodiharjo, et al., 2022), (M & Ali, 2017), (Ali, H., & Limakrisna, 2013), (Ilhamalimy & Ali, 2021), (D. A. Setyadi & Ali, 2017), (Nofrialdi, 2021), (E. B. Saputra et al., 2019).
- 2) Motivation: (F. Saputra, 2022b), (Octavia & Ali, 2017), (Larasetiati & Ali, 2019), (Fahmi & Ali, 2022), (Hernikasari et al., 2022), (Ali et al., 2016), (Wahono & Ali, 2021), (Iryani et al., 2021), (Hasyim & Ali, 2022), (Werita & Nofrialdi, 2021), (Desmiwerita & Saputra, 2019), (E. B. Saputra, 2022), (Hardiansyah et al., 2019), (F. Saputra & Saputra, 2021).
- 3) Decision Making: (Mahaputra & Saputra, 2021), (Kholisoh & Ali, 2020), (Fauzi & Ali, 2021), (Ali, Zainal, et al., 2022), (Suleman et al., 2020), (Maisharoh & Ali, 2020), (A. Setyadi et al., 2017), (Paijan & Ali, 2017), (Zulhendra & Nofrialdi, 2022).
- 4) Implementation: (F. Saputra & Ali, 2022), (Masruhin et al., 2021), (Suharyono & Ali, 2015), (Richardo et al., 2020), (Zahran & Ali, 2020), (Yassir Araffat et al., 2020), (Fardinal et al., 2022), (Haitao & Ali, 2022), (Gusfa et al., 2017), (Nofrialdi, 2022).
- 5) Work Culture: (F. Saputra, 2022a), (Darwisyah et al., 2021), (Mulyani et al., 2020), (Sivaram et al., 2020), (Agussalim et al., 2016), (Sivaram et al., 2019), (Somad et al., 2021), (Ridwan et al., 2020a), (Ridwan et al., 2020b), (Rahmayani & Nofrialdi, 2022).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the discussion above, the researchers determined the following conclusions:

1. Planning affect the Principal's Leadership.
2. Organizing affects the Principal's Leadership.
3. Supervision affects the Principal's Leadership.

Recommendation

Based on the conclusions above, there are other factors that affect Planning, Organizing and Supervision, including Leadership, Motivation, Decision Making, Implementation and Work Culture.

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