



## LITERATURE REVIEW DETERMINATION OF PLANNING AND ORGANIZATION IN EDUCATIONAL INSTITUTIONS: ANALYSIS OF LEADERSHIP AND ORGANIZATIONAL CULTURE

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**Abstract:** Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or influence between variables. This article reviews Determination Planning and Organizing: Leadership and Culture Analysis Organization, A Study of Human Resource Management Literature. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research. The results of this research library are that: 1) Leadership influences planning; 2) Culture Organization influences planning; 3) Leadership has an effect on Organizing; 4) Culture Organization influence on Organizing; and 5) Planning has an effect on Organizing.

**Keywords:** Planning, Organizing, Leadership, Culture Organization

### INTRODUCTION

#### Background of the problem.

Every student, both Strata 1, Strata 2 and Strata 3, is required to conduct research in the form of theses, theses and dissertations. Likewise for lecturers, researchers and other functional staff who actively conduct research and make scientific articles for publication in scientific journals.

Based on the empirical experience of many young students and lecturers as well as other researchers, it is difficult to find supporting articles in research as previous research or as relevant research. Articles as relevant researchers are needed to strengthen the theory being studied, to see the relationship between variables and build hypotheses, it is also very necessary in the discussion section of research results. This article discusses the influence of Leadership and Culture Organization on Planning and its impact on Organizing, (A Literature Study Marketing Management).

#### Formulas problem

Based on the background, it can be formulated the problems to be discussed in order to build hypotheses for further research, namely:

- 1) is Leadership influential against Planning ?
- 2) is Culture Organization influence on Planning ?
- 3) is Leadership influence on Organizing ?
- 4) is Culture Organization influence on Organizing ?
- 5) is Planning influence on Organizing ?

## LITERATURE REVIEW

### Planning

According to Made Pidarta , planning is Planning is the relationship between what is now (*what is*) and how it should be (*what should be*) relating to needs, setting goals, priorities, programs and resource allocation.

Planning is the process of taking decision on a number of alternatives (choices) regarding target and ways that will implemented in the future come To use reach desired goal as well as monitoring and the rating on results the implementation, which is carried out by systematic and and sustainable (Darwisyah et al., 2021).

From various above planning contains elements (1) a number of activities that have been determined previously, (2) the existence of a process, (3) the results to be achieved, and (4) concerning the future in a certain time. Planning cannot be separated from the elements of implementation and supervision including monitoring, assessment and reporting. Supervision is needed in planning so that deviations do not occur. Supervision in planning can be carried out in a preventive and repressive manner. Preventive supervision is supervision that is inherent in the planning, while repressive supervision is functional supervision of the implementation of plans, both internally and externally by the supervisory apparatus assigned (Ikhwan, 2016).

### Organizing

The term organization has two general meanings. The first is as an institution or functional group, for example a company, a school, an association, government agencies. The second refers to the process of organizing, namely how work is organized and allocated among members so that organizational goals can be achieved effectively. While the organization itself can be interpreted as a collection of people with a cooperative system to achieve common goals (Akyuni, 2018) .

Organizing is essentially a step to determine "who does what" must be clear in an organization. Clarity of individual or group tasks will give birth to responsibilities. A leader must assign tasks to the right people, according to their position and competence, so that the work is carried out or completed according to the expected quality (Maujud, 2018) .

Organizing is the process of dividing work into smaller tasks, assigning those tasks to people according to their abilities and allocating resources and coordinating them to achieve goals (Siden, 2020).

### Leadership

The term leadership in Indonesian is rooted from the word "pimpin", then the insert m is added to form the noun "leader" which in English means leader. From the term leader, the concept of leadership emerged (Rahman Afandi, nd)

to Wahjosumidjo quoted by (Fitria, nd) that what is meant by leadership is influence, the art or process of influencing others, so that they are willing to work towards achieving organizational goals.

Leadership activity is a collective (joint) effort in thinking, acting and solving problems faced by the institution together so that the planned goals can be realized properly. While its relevance to Islamic educational institutions, the leadership role is carried out by the

principal of the school/madrasa in it. involving all members and school members in carrying out these leadership functions and roles in achieving common goals (Syafar, 2017)

### Organizational culture

Culture organization according to Stephen P. Robbins quoted by (Syihabuddin, 2011) is perceptions character common hold firm by whole member organization, in the form of system meaning Together. Culture organization own interest to how member organization feel character culture organization, and no see is as with they or no. Culture organization said as set assumption base or system beliefs, norms, values developed within a organization, which is made as guidelines in behave and behave for whole member organization for cope problems internal integration and adaptation external .

Furthermore, According to Davis view quoted by (RFA Saputra et al., 2021): "Understanding culture organization is pattern confidence and values organizational understood, imbued and practiced by organizational so that the pattern give meaning alone and Becomes base behave in organizational". Culture organization refer to to something system definition together held by member member something organization, which differentiates organization the from organization other.

**Table 1: Previous research**

No	Author ( year )	Results Research before	Equation with article this	Difference with article this
1	(Lubis & Wulandari, 2017)	Influence Culture Organization , Competence Source Power Humans , And Planning Career To Performance Employee Banking Sharia in Medan	Culture Organization and Planning	Culture organization and planning influential to performance caribbean
2	(Kadri, 2014)	Influence Environment Strategic , Cultural Organization , And Planning Strategic To Performance Padang City Government	Planning influential to performance	Culture organization and environment strategic influential to performance
3	(Permata Sari et al., 2021)	Influence Planning , Transparency , Accountability and Monitoring To Power Absorb Budget Unit Work in the Regional Office of the Agency land National Jambi Province With Leadership Style As Moderating Variables	Influence planning	Influence planning to power absorb budget
4	(Prisdiyanti, 2020)	Influence Planning Participatory , Village Fund Management and Leadership Head Village Against Village Development Subdistrict Wlingi Regency Blitar year 2019	Influence planning and leadership	planning influential to development
5	(Sapphire, 2016)	Influence Leadership And Culture Organization To Discipline Work Employee On Body Provincial Regional Development Planning ( Bappeda ) West Java	Leadership and culture organization	Leadership and culture organization influential to planning
6	(Aotama, 2016)	Influence Planning And Leadership To Performance University Employees _	Planning and leadership	Planning and leadership influential to

		SariPutra Indonesia Tomohon		performance employee
7	(HALAWA, 2019)	Influence Organizing And Leadership To Performance Employee On Kesbangpol Regency Nias	Organizing and leadership	Organizing and leadership influence to performance employee
8	(Idris & Lestari, 2017)	Influence Organizing To Enhancement Quality Education in Elementary School Inpres Bangkala II Makassar City	organizing	Organizing influence to quality education
9	(ABDUL, 2018)	Influence Organizing To Productivity Work Employee Body Provincial Civil Service West Java	Organizing	Organizing Influential to productivity performance
10	(Mira Rohmatillah & Erry R. Pangestu, 2022)	Influence planning source power human , division work and characteristics profession to performance employee at pt. Insurance savings pension (pt. Taspen ) Persero kcu Bandung	Planning	Planning influential to performance
11	(Adhitama et al., 2022)	Influence Planning , Organizing , Executing and Monitoring To Effectiveness Service Retribution Garbage in the District Majalengka	Planning and organizing	Planning and organizing influential to effectiveness service
12	(Khaudli & Sabudin, 2022)	Role Head Boarding school In Management Organization at the Lodge Boarding school Bahrul Huda Tegaldlimo Banyuwangi	Management organization	Role head school in Management organization
13	(Fuadi, 2022)	Development Institution Islamic Education With Planning and Organizing Approach	Planning and organizing	Planning and organizing in development institution Islamic education
14	(F. Saputra & Ali, 2022)	Application Management Poac : Recovery Economy And Resilience National On time Covid-19 Pandemic ( Management Review Literature Poac	Planning and organizing	Application POAC management
15	(Suharyono & Ali, 2017)	Influence Motivation , Discipline And Leadership Style To Performance Work Employee On Service Social Power Work and Transmigration Regency stem Day	leadership	Leadership style influential to performance work employee

## RESEARCH METHOD

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between

variables from books and journals both *offline* in the library and *online* sourced from Mendeley, Scholar Google and other online media. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali & Limakrisna, 2013).

## FINDINGS AND DISCUSSION

From study theory and a number of study previous relevant above so article *literature review* this discuss study about concentration management education are :

### **Influence of Leadership on Planning.**

Leadership influential against planning , where could operationally visible through \_ The main functions of leadership include : are : a) The leader is the person who determines the direction in achieving organizational goals. b) Spokespersons and deputy leaders will deal with parties outside the organization. c) The leader is a good communicator. d) Is a mediator in dealing with internal conflicts. e) Leaders are rational, objective, neutral and effective integrators (Latif & Irwan, 2019) .

Next according to Umar who was followed by (Ginatri, 2017) Effective leadership depends on base managerial figures. There is five base strong leadership that is method communicate method give motivation, ability lead, ability taking decision, and power positive. So that the leader could operate the role should he own means, for example formal authority, knowledge and experience that can Keep going improved, rights for reward and punish employee subordinates, communicate with that , and order for his subordinates. From explanation the function leadership Becomes wrong one factor in composing planning in a organization including also institution education .

### **The Influence of Organizational Culture on Planning.**

Culture organization Becomes wrong one factor that influences planning in institution education . This thing because organizational culture in a Institutions grow through ideas created by the founders of the organization and then imparted to their followers through a process of learning and experience. An organization does not only have one culture, but several cultures, this is due to the diversity of human resources (HR) contained in one organization. "Organizational culture tends to change over time following the situation, condition and size of the company. Whatever the culture applied by the company, everything has positive and negative aspects (Indajang et al., 2020) influential on planning indicators.

For produce good planning in a institution education with notice culture existing organization on institution that, because institution education as a form of organization that has its own culture that forms the pattern of a complete and distinctive system. The uniqueness of a culture institution education is inseparable from vision and the ongoing educational process requires the existence of elements of elements or components of schools in an organization (Handayani & Rasyid, 2015) especially Planning that contains programs in realize vision and mission and objective institution by effective and efficient .

### **The Effect of Leadership on Organizing.**

Leadership influential to organizing because , the organizing function is a process that involves how strategy and tactics that have been formulated in the design planning in an appropriate and strong organizational structure, conducive organizational system and environment, and can ensure that all parties in the organization can work effectively and efficiently in order to achieve organizational goals i.

Next leadership has an effect on organizing, if leadership capable carry out his job in the process of directing and influencing activities related to the work of organizational members (Salutondok & Soegoto, 2015) .

### The Influence of Organizational Culture on Organizing.

Organizational culture in essence, has good value for progress of an organization. Organizational culture includes a broader and deeper and it becomes a basis for the creation of a climate ideal organization. The problem of organizational culture (Organization Culture) has recently become a very interesting review, especially in uncertain working conditions. Culture is the total number of thoughts, works and creations of humans, which are not rooted in their instincts, and therefore can only be triggered by humans after going through a learning process. Culture is at the core of what is important in organizations. Such as the activity of giving orders and prohibitions and describing what is done and not done regulate member behavior (Ayal et al., 2019). This thing showing existence influence culture organization in organizing a institution education , because good culture will capable arrange all member or HR for work professionally and produce quality performance.

### The Effect of Planning on Organizing .

Planning affects Organizing, where planning is a process the basis on which management decides goals and how to achieve them. And Organizing is the process by which the organizational structure is created and enforced , in organizing always gathering people and placing them according to abilities and expertise in the work that has been planned.

### Conceptual Framework

Based on the problem formulation, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.

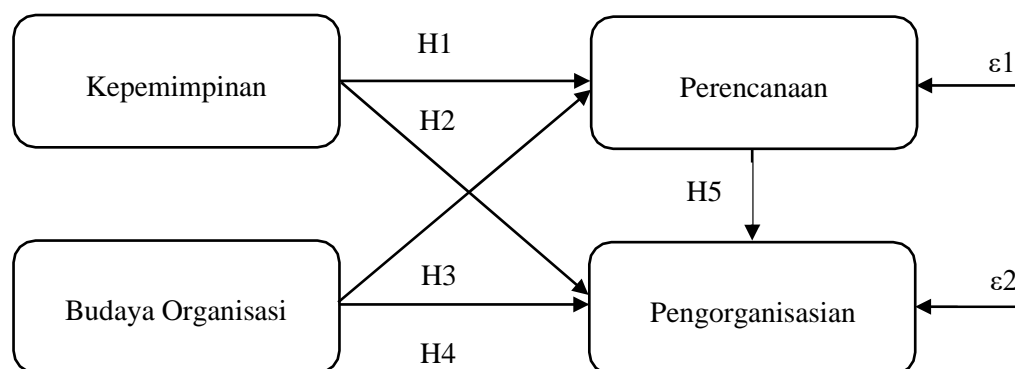


Figure 1: Skeleton think

Based on the conceptual framework picture above, then: Leadership and Culture Organizations influence planning and organization either directly or indirectly.

Leadership and Culture variables Organizations that affect Planning and Organizing there are still many other variables that influence it, including the following variables:

- 1) Performance : (Lubis & Wulandari, 2017) , (Kadri, 2014) ,
- 2) Satisfaction Work : (Sulakasana, nd)
- 3) Commitment work : (Ayal et al., 2019)
- 4) Discipline / Discipline work / work disciplines: (Elmi et al., 2016) , (Ali, 1926) , (Agussalim et al., 2016) and (Anwar et al., 2020) ,
- 5) Employee engagement : (Riyanto, Pratomo, et al., 2017) , and (Riyanto, B, et al., 2017) ,



- 6) Governance: (Ansori & Ali, 2017) , (No et al., 2017) , (Agussalim et al., 2020) , (Widodo et al., 2020) , (Limakrisna et al., 2016) and (Anwar et al., 2020)
- 7) Skills: (Elmi et al., 2016) , and (Richardo et al., 2020) ,
- 8) Communication: (CC Widayati et al., 2020) and (Christina Catur Widayati et al., 2020) ,
- 9) Creativity: (Desfiandi et al., 2017) , (Yacob et al., 2020) , (Richardo et al., 2020) , (Christina Catur Widayati et al., 2020) , (Prayetno & Ali, 2020b) and (CC Widayati et al., 2020) .

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the theory, relevant articles and discussions, hypotheses can be formulated for further research: Leadership influences Planning; Culture Organization influences Planning; Leadership has an effect on Organizing; Culture Organization influences Organizing; Planning has an effect on Organizing .

### Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that influence planning and organizing , apart from leadership and culture . organizations at all types and levels of organizations or companies, therefore further studies are still needed to find out what other factors can affect planning and organizing other than those examined in this article such as : performance , satisfaction work , and commitment work .

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