

Analysis of Activity Program Planning: A Study Case in Higher Education Institutions

Kafrina

Universitas Islam Negeri Sultan Syarif Kasim Riau, Indonesia

Email: kafrina.airmolek@gmail.com

ARTICLE INFO

Research Paper

Article history:

Received: 20 November 2022

Revised: 12 December 2022

Accepted: 30 January 2023



DOI:

<https://doi.org/10.54099/aijms.v2i1.500>

ABSTRACT

This study aims to analyze the implementation of activity program planning at the Bureau of General Administration of Planning and Finance (AUPK) Sultan Syarif Kasim Riau State Islamic University and to find out what are the obstacles encountered in implementing the activity planning. This study used a qualitative descriptive method with 14 informants. The results of the study show that in carrying out program planning activities at the AUPK Bureau of UIN Suska Riau when viewed from the point of view of 1). Determining the goals of the planners of activities has a tendency to be misinterpreted or misperceived 2). Formulating the current situation has not been carried out properly where there are several activities that are not in accordance with the strategic plan. (3). Identifying the conveniences and obstacles so far has succeeded in gathering some of the strengths and weaknesses. 4) Develop a series of activities The AUPK Bureau of UIN Suska Riau has made every effort to direct each faculty to be able to select and develop a series of activities to be carried out for 1 fiscal year.

Keywords: Program Planning and Bureau of AUPK UIN Suska Riau

This work is licensed under a Creative Commons Attribution-Noncommercial 4.0 International License.

INTRODUCTION

Universities have a very important role in the entire process of creating human resources. To realize a healthy tertiary institution requires the support of all stakeholders, namely policy makers and supervisors, employees as implementers of policies, the tertiary community and the general public in the productive sector, professional associations, non-governmental organizations, university alumni, mass media, as well as other community groups.

Higher education is an educational unit for administering higher education. As it is well known that education is very important for increasing the level of education, it is only fitting for society to prioritize education as one of the elements that exist within us. Higher education is the level of education after secondary education which includes undergraduate, masters, doctoral and specialist programs held by universities. College is an educational unit that administers higher education. College students are called lecturers. In this case, it is necessary to note again that tertiary institutions have been differentiated according to their management, namely: 1) state tertiary institutions are higher education institutions whose management and regulations are carried out by the State.

An educational organization has goals to be achieved. These goals are realized by achieving the vision

of the organization. In the process of achieving this vision, there are managerial actions taken, so that the organization can work optimally and effectively. These managerial actions, according to Terry (2010: 78) include: planning, organizing, implementing (actuating) and supervising. By implementing these management principles, the vision of the organization will be achieved in a systematic and measurable manner.

Planning is very important so that the vision of the organization can be achieved in a planned and systematic way. Planning a work program is an act of planning the implementation of a program that is carried out systematically, with the achievement of certain goals in a period of leadership. Thus the work program is a program that is planned to be carried out in a systematic and measurable manner, with the achievement of certain goals in a period of leadership in the organization. Work program planning is made during the period of one leadership, because it must answer the expected achievements when the leader carries out the task of leading the organization. (Sagala, 2007:122).

Implementation of planning and budgeting is part of bureaucratic reform for the implementation of good governance in an effort to provide better public services, with the use of public budgets that are more transparent, accountable, effective and efficient. (1) Performance-based budgeting is budgeting for management to be able to link any funding as outlined in activities in the expected outputs and results including efficiency in achieving the results of these outputs.

Often program planning is made only by plagiarizing or replicating programs that have been carried out in the previous period. This is not entirely wrong, however, if you neglect analysis of organizational resources, plagiarism and program replication will prevent the organization from developing and moving in place. Program planning must pay attention to the achievements and conditions of the organization, so that there is continuity of the program in responding to the achievements of the organization's vision.

To anticipate discrepancies between the planning and implementation of programs and activities, a rational understanding of the system and mechanism of Islamic education budgeting is built which is able to unite various ideas and thoughts about budget management by first establishing various supporting instruments so that the implementation of the budget does not deviate from the stated goals and objectives. set to support the improvement of the quality of development and progress of Islamic Education in Indonesia. Improving the quality of education through standardization and professionalism that is being carried out requires the understanding of various parties to the changes that occur in the various components of the education system.

In Law Number 12 of 2012 article 1 paragraph 1 concerning Higher Education it has been explained that: higher education is a continuation of secondary education which is held to prepare students to become members of society who have academic and professional abilities who can apply, develop and create knowledge, technology and art. Whereas in the Government Regulation of the Republic of Indonesia Number 4 of 2014 concerning the Implementation of Higher Education and the Management of Higher Education in article 1 paragraph 4 explains higher education is education at a higher level than secondary education in the school education route. Furthermore, in Article 29 paragraph 1, the composition of state universities consists of: a. leadership elements such as the chancellor and assistant chancellor, b. university/institute senate, c. academic implementing elements such as faculties, research institutions, and community service institutions, d. administrative implementing elements such as bureaus include general bureaus and academic bureaus, e. supporting elements namely technical implementation units, f. other elements deemed necessary.

In planning an organizational work program, all organizational actors must be actively involved. From analyzing the condition and resources of the organization to determining the right program for the organization in one period of leadership. By carrying out a needs analysis and preparing the program together, when implementing (actuating) the program, internal organizational constraints can be minimized. In addition, all organizational actors will be able to execute the program properly, because they are the ones

LITERATURE REVIEW AND FRAMEWORK FOR THINKING

Administration Concept

Administrative Science was born because it was needed by society, and this science was born not by itself but through a long struggle by its lovers. Furthermore, in order for this science to develop over time in meeting the needs of the community, this knowledge requires guidance and development. It is certain that the people who are the builders and developers of administrative science are people who have specialized in the field of administration, along with the people who need them or society in general.

It is true that there are still various problems faced in developing and cultivating this administration science, especially in Indonesia, where administrative science has not long been known both in universities and in lower educational institutions, as well as among the general public. Basically humans in trying to achieve a goal always want greater results, with smaller or cheaper sacrifices. This can only be achieved if humans in their business apply the principle of efficiency. In other words, he must administer his business as well as possible so that his business gives maximum results. In the last few decades, people have continued to demand better public services. The community is also increasingly direct in showing their dissatisfaction with the performance of public service institutions which they consider to be bad. Apart from that, the demand for upholding democracy is also a serious issue that cannot be ignored. The things mentioned above are also happening in Indonesia, and are getting faster and faster, especially after the reform era in 1998. There is no other choice for every government in the world other than responding to people's demands for better public services. In Indonesia, one of the things the government has done is reform public administration, which is popularly known as bureaucratic reform.

Etymologically the Indonesian word "Administration" whose English is "Administration", comes from the Latin words, namely: "Ad + ministrare" and "Administratio". Ad + ministrare means to serve, assist or fulfill. (Gie, 2007:56) While Administratio means giving assistance, implementation, leadership, and government. (Atmosudirdjo, 2006:21). Administration is essentially an effort to help, an effort to assist, an effort to lead or direct all activities in achieving predetermined goals.

Administration is a series of activities (processes) in the form of: planning, deciding, compiling, organizing, leading, managing, directing, guiding, aligning, controlling, supervising, perfecting and such activities. In summary, such activities are included in a term, namely what is called "organizing" or "organizing". Therefore the activities included in the meaning of Administration are a series of structuring activities.

There are many definitions explaining what policy means that can help understanding in highlighting issues related to policy. In terms of language, policy comes from the Greek and Sanskrit "Polis" (city-state) and Pur (city), enters Latin into Politea (state) and birth into mid-English Policie, which deals with controlling political or administrative matters. government. The origin of the word policy is the same as the other words policy an politics The term policy (wisdom) is often used interchangeably with other terms such as goals (goals), programs, decisions, laws, provisions.

Organization and Public Organization Concept

Organizational Studies is the study of how people perceive objects, as well as the study of the objects themselves. (Pace and Faules, 2001:2). Many thoughts from experts discuss organization, one of which is the definition written by Oliver Sheldon which states that organization is a process of combining work that individuals or groups must do with the talents that need to be carried out to carry out tasks, in such a way as to provide the best channel for making efficient, systematic, positive and coordinated use of available effort. The same thing was also stated by Banard (2008: 90), namely the organization is a system of cooperative activities of two or more people, something that is not material and impersonal, mostly about relationships. In simpler words, an organization is a group of people working together for a common goal under common leadership with the right tools. Meanwhile Sutarto (2001:40) concluded that overall, the organization is a system of mutual influence between people in groups who work together to achieve certain goals. Organizations can also be said to be

consciously coordinated social units, with a relatively defined boundary and work continuously to achieve a common goal or group of goals, this definition was put forward by Robbins (2007: 6). organization is a group of people who work together for a common goal under common leadership with the right tools. Meanwhile Sutarto (2001:40) concluded that overall, the organization is a system of mutual influence between people in groups who work together to achieve certain goals. Organizations can also be said to be consciously coordinated social units, with a relatively defined boundary and work continuously to achieve a common goal or group of goals, this definition was put forward by Robbins (2007: 6). organization is a group of people who work together for a common goal under common leadership with the right tools. Meanwhile Sutarto (2001:40) concluded that overall, the organization is a system of mutual influence between people in groups who work together to achieve certain goals. Organizations can also be said to be consciously coordinated social units, with a relatively defined boundary and work continuously to achieve a common goal or group of goals, this definition was put forward by Robbins (2007: 6).

In the book "Organizational Communication" owned by R. Wayne Pace and F. Faules it is said that an organization is a container that accommodates people and objects, people in the organization who try to achieve common goals. When the organization is healthy, the interdependent parts work in a systematic way to obtain the desired results. (Pace and Faules, 2001:17).

Public Organization Concept

In the public management literature, the notion of public organizations stems from the concept of "public goods", namely the existence of certain products in the form of goods and services that cannot be fulfilled by market mechanisms carried out by individuals (Syafri, 2012: 89). This concept indicates that there are products that are collective in nature and must be sought collectively as well. Certain areas are collective in nature in which public organizations play a role, for example law enforcement, health services, education, national security, and so on. All of this cannot be pursued individually. Public organizations are held to provide services to the community, namely services that cannot be managed separately by each individual. Therefore,

Based on the theory above, it appears that public organizations have more complex environmental characteristics compared to business organizations. Business organizations only consider consumers and competitors. While public organizations must take into account a wider range of components.

Management Concept

Gulick in Wijayanti (2008: 1) defines management as a field of science (science) that seeks systematically to understand why and how humans work together to achieve goals and make this system more beneficial to humanity. Schein (2001:2) defines management as a profession. According to him management is a profession that is required to work professionally, its characteristics are that professionals make decisions based on general principles, professionals get their status because they achieve certain work performance standards, and professionals must be determined by a strong code of ethics. Hasibuan (2008:19) provides an understanding of management, namely a process or framework, which involves guiding or directing a group of people toward organizational goals or real intentions. This includes knowing what to do, determining how to do it, understanding how they should do it and measuring the effectiveness of the efforts that have been made.

Public Management Concept

Public management or can also be called government management in general is a government effort in meeting public needs by using available facilities and infrastructure. The element of management is currently an important element in the organization, both organizations in the private sector and in the

public sector such as government organizations. Management in the public sector which is raised from private sector management does not make the orientation of goals and implementation of public sector organizations the same as the private sector. Mahmudi (2010: 38) reveals that there are at least seven characteristics of public sector management that distinguish it from the private sector:

- 1) The public sector does not base decisions on individual choices in the market, but collective choices in government where collective (mass) community demands will be conveyed through their representatives, in this case political parties or the DPR.
- 2) The driving force for the public sector is due to the need for resources, such as clean water, electricity, security, health, education, transportation, and so on which are the main reasons for the public sector to provide them.
- 3) In public sector organizations, information should be provided to the widest possible public to increase transparency and accountability
- 4) Public sector organizations have an interest in creating equal opportunities for the community to fulfill their basic needs, for example the need for health, education, transportation and other public facilities.
- 5) The public sector is faced with the problem of justice in the distribution of social welfare, while the private sector is not burdened with the responsibility to carry out such justice.
- 6) In public sector organizations, the highest authority is the community. In certain cases the community is a customer, but in certain circumstances the community is not a customer.
- 7) In the private sector competition is a market instrument, while in the public sector collective action is an instrument of government. It is very difficult for the government to meet the wishes and satisfaction of everyone and what is possible is the fulfillment of collective desires.
- 8)

Program Planning Concept

Planning is a function of management or management including communication management, both in terms of process, form and components or elements. From a process point of view, management includes the elements in management, either completely or simply. In full, these elements consist of development research (R&D); planning; organizing; implementation/communication; monitoring/supervision; and assessment. Briefly these elements are known as POAC (Planning Organizing, Actuating and Controlling). Each element must be able to be defined both logically and academically. From each definition of each element/component should not overlap. The management process, can be in the form of a circle (cycle) including the communication process. From the point of view of objects, planning requires factors for its implementation, namely man, money, materials, and methods to achieve goals. In addition to process and object factors, components in the communication process must also be considered, such as communicators, messages, media, communicants, effects, feedback, goals, and the environment that also influences them..

Framework

One of the most important management functions is Planning because it is from that function that other functions are arranged. Planning is a blueprint for achieving goals that includes the allocation of the required resources, schedules, tasks and work that must be carried out related to achieving these goals.

It can be said that a plan is a bridge built to connect the present with the desired future, because planning is preparing for the future. The future will indeed come by itself, but without planning that future it may not be the future we want.

According to Siagian (2010: 90) Planning is a process of systematically compiling the activities that need to be carried out, to overcome the problems faced in order to achieve the goals that have been set.

RESEARCH METHODOLOGY

This study uses a qualitative approach with case studies as a research strategy. This approach is directed at the background and the individual as a whole. The research method is not only a set of research methods or techniques, but also a basis for values, assumptions, ethics and norms that become standard rules used to interpret and conclude research data. The type of research used in this study uses a qualitative approach, because it only describes the existence of a variable, symptom or condition and does not intend to test hypotheses. (Arikunto, 2010:234).

There are several considerations why a qualitative approach is used, namely: first, if the researcher is dealing with multiple realities it is easy to adjust; second, it presents directly the nature of the relationship between the researcher and the respondent; third, more sensitive and more able to adapt to the many sharpening of shared influences and patterns of values encountered (Riduwan, 2006:4). The results of the data obtained were carried out using descriptive analytical methods.

This research was conducted at the Faculty of Tarbiyah, Faculty of Sharia, Faculty of Science and Technology and Faculty of Agriculture and Animal Husbandry also from the Rectorate of UIN Suska Riau. The research location was chosen at the faculty and Rector in the Sultan Syarif Kasim Riau State Islamic University because this work unit has work complexity compared to other faculties. In addition to 4 (four) faculties and Rector of UIN Suska Riau this is an institution that often carries out the preparation of plans, programs and budgets that are not in accordance with existing provisions, which should be in the preparation of planning and budgeting at UIN Suka Riau must be guided by the Strategic Plan, and the Performance Contract of the Chancellor of UIN Suska Riau.

Informants

Informants are parties that are used as samples in a study. Research informants also discussed the characteristics of the subjects used in the study, including explanations about the population, sample and sampling techniques. The research informants in this study used micro research techniques. Micro technique is to make individuals who understand a problem / problem become a respondent/informant in research.

The informants who became informants in this study were limited to 4 (four) faculties, namely Faculty of Tarbiyah, Faculty of Sharia, Faculty of Science and Technology and Faculty of Agriculture and Animal Husbandry and the writer also took informants from the Rectorate of UIN Suska Riau.

The selection of key informants as data sources in this study was based on the principle of subjects who mastered the problem, had data, and were willing to provide complete and accurate information. Informants who act as sources of data and information must meet the requirements, who will become informants (key informants) in this study are the Vice Chancellor II, the Head of the AUPK Section and the Dean of the Faculty as many as 4 people.

Data analysis technique

Qualitative analysis techniques with this typology were carried out based on the author's interpretation of the data, both written materials, interviews, and observations. The impossible thing that writers believe is that an actor is sure and true to what he says. The sequence of this qualitative technique is in the form of:

- 1) Data collection
- 2) Data reduction
- 3) Data Presentation
- 4) Conclusion/Data Verification

AND RESULTS DATA ANALYSIS

Planning occurs in all types of activities. Planning is the basic process by which management decides on goals and how to achieve them. The difference in implementation is the result of different types and levels of planning. Planning in the organization is essential, because in reality planning plays a more important role than other management functions. The functions of organizing, supervising, directing are actually carrying out the decisions of the planner. This paper will discuss at length the planning procedure which includes discussing the meaning of planning, the reasons for the need for planning, the relationship between the planning function and management functions, the types of plans, the strategic planning process, the obstacles to the planning process, and how planning can be made more efficient, effective, and conclusions which are a summary of the contents of this paper. Before someone can organize, direct or supervise, they must first make plans that provide the purpose and direction of a group or development activity.

A. Setting Goals

Determining the initial goals of the organization is the initial part of the planning process. Organizational goals are like a compass that is used as a direction for organizational decisions and activities. The formulation of objectives must be made as clear as possible and quantitative as possible. Meanwhile, the formulation of goals that are qualitative in nature tends to be misinterpreted by various parties or can lead to misperceptions, thus giving the impression that there is an easing in the achievement of organizational goals.

In determining goals related in the process of preparing program planning and activities In this case, the writer will focus the discussion on 3 (three) assessments, namely:

1. Clear and purposeful goals
2. Effective and efficient goals.
3. Goals As Needed.

The following can be explained as an assessment in determining the objectives of good program planning and activities:

1. Clear and Targeted Goals

Various constraints or fear of failure in planning activities will be reduced as low as possible if the organization Planning and Finance General Administration Bureau (AUPK Bureau) Sultan Syarif Kasim Riau State Islamic University already have good and effective communication in relation to the preparation of activity plans. When planning is a process that is easy to understand, it will be easier for each individual in the organization to develop its goals and will get help in developing plans to achieve the goals. When decision-making techniques are widely used, it will be easier to determine the alternatives needed to achieve other goals.

As the results of interviews with the author The Head of the General Administration and Financial Planning Section (AUPK) of UIN Suska Riau regarding the importance of determining initial objectives in the activity planning process can be seen from the following interview results:

"Of course, to start planning, we must think about the goals of the organization clearly, directed and mature. Where this process first begins by making the flow of activities more specific, effective, clear and can measure productivity in action. Planning needs to start at the beginning by being prepared in as much detail as possible because it will help us focus on goals and ignore things that don't need to be done to achieve maximum work productivity. (Interview with Head of AUPK Section of UIN Suska Riau, July 5 2018)"

Planning is indirectly related to change and implementing and managing change is a very important task for management Bureau of AUPK UIN Suska Riau. As mentioned by Mahmudi (2010: 74), there are many ways that must be done by Bureau of AUPK UIN Suska Riau in the face of various resistances made by other parties or subordinates in the activity planning process

2. Effective and Efficient Goals.

As the results of the author's interview with Deputy Chancellor II for Public Administration and Planning at UIN Suska Riau how the process of determining effective and efficient goals in the activity planning process at UIN Suska Riau can be seen from the following interview results:

In management, planning at UIN Suska Riau is the process of defining organizational goals, creating strategies to achieve those goals, and developing plans for organizational work activities. Planning is the most important process of all management functions in UIN Suska Riau because without planning the other functions of organizing, directing and controlling will not work. At UIN Suska Riau Before a work plan can be drawn up, the first thing that must be formulated is what goals are to be achieved. These goals can be traced from the vision and mission formulated by the organization. Through the Organizational Mission we can find out for what purpose the organization was founded and why the organization exists. Mission is the basis for the goals and outlines of planning in the entire organization. Therefore in preparing an effective plan at UIN Suska Riau, each leader on this campus must ensure that internal policies, organizational roles, performance, organizational structure, products produced, and overall organizational operations remain consistent. in line with the mission of the organization". (Interview with Deputy Chancellor II for General Administration and Planning at UIN Suska Riau, July 5 2018)

3. Goals As Needed.

Between Vision, Mission, and Strategic Planning have a very close relationship and need each other. Vision is a general formulation regarding the desired state at the end of the planning period, Mission is a general formulation regarding the efforts to be carried out to realize the Vision, while Strategic Planning is the process of deciding the programs to be implemented by the organization and the estimated amount of resources to be allocated to each long-term program over the next few years.

Thus the strategic planning in UIN Suska Riau is used by the AUPK Bureau of UIN Suska Riau to determine/realize the vision and mission of the organization and distribute the resources needed to achieve it. So it can be said that the UIN Suska Riau organization initially had ideals or final goals to be achieved in the long term called a vision, then to achieve/realize the predetermined organizational vision, the AUPK Bureau organization of UIN Suska Riau formulated general efforts that to be carried out which is called the mission, then to realize the mission, the organization makes / formulates special efforts that it feels are most effective and efficient to achieve the goals of the organization which is called strategic planning.

More clearly, the vision of UIN Suska Riau is a statement about the situation and characteristics that UIN Suska Riau wants to achieve in the future. The mission is a statement about what UIN Suska Riau must do in an effort to realize the vision, and its relationship with the strategic plan is provide direction that will lead UIN Suska Riau in achieving goals that are in accordance with the vision and mission that have been formulated.

B. Formulating the Current Situation

One of the most important management functions is Planning because it is from that function that other functions are arranged. Planning is a blueprint for achieving goals that includes the allocation of the required resources, schedules, tasks and work that must be carried out related to achieving these goals. It can be said that a plan is a bridge built to connect the present with the desired future, because planning is preparing for the future. The future will indeed come by itself, but without planning that future it may not be the future we want. Understanding of the current position of the organization from the goals to be achieved or the resources available to achieve the goals, is very important, because goals and planning relate to the future. Only after the current state of the organization has been analyzed can plans be formulated to outline further planned activities.

One of the purposes of planning is to see the programs that will be executed to increase the possibility of achieving organizational goals in the future. Organizational planning must be active, dynamic, sustainable and creative, so that management does not only react to its environment, but rather becomes an active participant in the business world. Planning carried out by the organization must be flexible. This means that the plan can adapt to the current dynamic external environment. Because external factors are obstacles to the implementation of plans that will be carried out by the organization, so that the plan can be changed more or less without changing the purpose for which the plan is carried out.

In formulating the current situation, the writer will focus on 3 (three) assessments, namely:

1. Understand the current position of the organization.
2. Understand the risks faced
3. The collection of data and information forms the basis for future projections.

C. Identify Facilitation And Barriers

All the strengths and weaknesses as well as the facilities and obstacles encountered need to be identified to measure the ability of the organization to achieve its goals. Therefore it is necessary to know the internal and external environmental factors that can help the organization achieve its goals, or which may cause problems. Even though it is difficult to do, anticipating conditions, problems, and opportunities and threats that may occur in the future is an essential part of the planning process.

Basically the existing planning at UIN Suska Riau is a process that aims to define a philosophy, vision and mission owned by UIN Suska Riau which aims to direct, monitor and manage the organization of UIN Suska Riau to be able to further develop in the times that will come.

In develop a series of activities then the author will focus on 3 (three) assessments, namely:

1. Identify all the strengths and weaknesses of the organization.
2. Define activities as needed
3. Provides convenience in solving problems.

The following can be explained which is the internal assessment develop a series of activities related good planning of programs and activities:

1. Identify All Organizational Strengths And Weaknesses.

Running an organization with a goal, it cannot be separated from thinking about strategies to advance the organization in achieving organizational goals. Many organizational leaders run the organization only with administrative routines, as well as plagiarizing previous organizational leadership activities in order to fulfill the obligation to run the program, regardless of the achievements in the organization. Leaders like this, are leaders who are less sensitive to the organization and do not know the effective and appropriate strategies to use in their leadership. Strategies in achieving organizational goals can be formulated beforehand by conducting an analysis of the strengths and weaknesses in the organization. By conducting an analysis, it will be able to find a good formula (strategy) to direct the entire potential of the organization, in order to achieve organizational goals.

The planning process for each higher education organization will be different. The differences and variations of these plans depend on the situation and type of tertiary institution. The differences and variations in planning generally lie in the degree of experience, cost and completion, use of

quantitative methods and in formality. These differences also distinguish various facilities and obstacles in planning faced and experienced by tertiary institutions.

To better understand what are the facilitation and obstacles in planning programs and activities at UIN Suska Riau, the following can compile some of the strengths and weaknesses in existing planning at UIN Suska Riau, as known from the following table:

Table 5.3. Strengths and Weaknesses in the Process of Preparing Activities at UIN Suska Riau

No	Strength	Weakness
1	Employee planners are able to adapt to the changes that exist	The work included in the planning is sometimes excessive or not in accordance with reality
2	Planners understand the overall picture of the desired planning	Planners tend to procrastinate their activities
4	Planners are able to assign responsibilities more clearly and precisely	Leaders too limit their employees to take initiative and innovate
5	Leaders are able to give orders to their members	Sometimes the best results are obtained by handling any problems when they occur
6	Leaders are able to coordinate between various parts of the organization	
7	Planning staff are able to make goals more specific, detailed and easier to understand	

Source: UIN Suska Riau AUPK Bureau, 2018

By knowing the weaknesses of the existing planning at UIN Suska Riau, the AUPK Bureau of UIN Suska Riau can ensure that these weaknesses can be covered and resolved properly. Apart from that, the AUPK Bureau of UIN Suska Riau can increase the success rate of the plans that have been made by analyzing the strengths and weaknesses that have so far been in the planning process at UIN Suska Riau.

3. Provide Convenience in Solving Problems

Problems certainly have various types according to their type. there are problems that need to be solved right away but there are also problems that can be solved hours or days later. Every leader in the organization must be able to think quickly about how the problem is. Should it be resolved right away and if it is not resolved it will cause things that are even more detrimental, or should the problem be postponed until things calm down again or does it require several parties to agree on ideas for resolving the problem.

Plans can be informal plans or formal plans. An informal plan is an unwritten plan and is not a common goal for members of an organization. Meanwhile, a formal plan is a written plan that must be implemented by an organization within a certain period of time. A formal plan is a joint plan with corporate members, meaning that each member must know and carry out the plan. A formal plan is created to reduce ambiguity and create an understanding of what needs to be done.

Thinking of a problem as a bad thing is an easy thing to do, because most organizations rarely interpret the phrase taking advantage of a situation any more than they mean fixing a bad situation. Organizations will take opportunity gain into problem solving by defining a problem as a condition or event that is detrimental or has the potential to be detrimental or beneficial or has the potential to generate profits. During the problem solving process, each leader will be involved in decision making.

3. Selection of the Best Alternative

Planning is often associated with the problem of choosing, meaning that an organization will choose a plan to achieve goals and the best way to achieve goals from several existing alternatives. Without alternative planning there is nothing. Another view says, planning is referred to as a collection of agreed decisions, because it contains several rules in the use of: time, available resources, and efforts to realize what you want to achieve, avoid things that are not desirable, because plans are the basis of control.

A. Too much reliance on the Planning Department.

Many organizations have their own planning department or planning and development department, including an organization as big as UIN Suska Riau. The need for planning exists at all levels of management and increasingly increases at higher levels of management, where planning has the greatest possible impact on organizational success.

There is a problem phenomenon that becomes an obstacle in preparing program plans and activities at the AUPK UIN Suska Riau Bureau where the faculty is too burdensome to the AUPK UIN Suska Riau Bureau as the party responsible for preparing activity plans at UIN Suska Riau, this should not happen because after all each unit in each faculty have the same burden and responsibility in the preparation of programs and activities. The AUPK Bureau of UIN Suska Riau is the party in charge of collecting and correcting program and activity planning at UIN Suska Riau, not down to making plans and activities for each faculty and this is what makes the implementation of program and activity plans at UIN Suska Riau not optimal.

B. Employees are too focused on factors that can be mastered

In the course of realizing the vision and mission of the UIN Suska Riau organization, the AUPK Bureau of UIN Suska Riau will make decisions in many ways, starting from the strategy chosen to realize the organizational vision, strategic goals, strategic initiatives, programs, short-term plans, policies, up to procedures and steps for implementing the plan. In making this decision, a guide is needed to guide the selection of detected alternatives.

The basic value is used by the AUPK UIN Suska Riau Bureau organization to guide its employees in making choices. Thus the basic values provide limitations on the steps that can be taken in realizing the vision of the organization, because not all steps or ways can be accepted based on the value system chosen by the organization.

Regarding how employees plan activities at UIN Suska Riau, it can be seen from the results of the author's interview with Deputy Chancellor II for Public Administration and Planning at UIN Suska Riau, as the results of the following interviews:

"Most of the employees who plan programs and activities in each faculty only concentrate on the things they are best at and avoid things they are less good at for fear of being seen as incapable. For example, they focus too much on creating ideas and new ideas, but ignore how to make these ideas/ideas applied because they lack control over their organizational operations." (Interview with Deputy Chancellor II for General Administration and Planning at UIN Suska Riau, July 5 2018)

To find out more deeply why this could happen, the author conducted in-depth interviews with the Head of the Administrative Section of the Faculty of Agriculture and Animal Husbandry, UIN Suska Riau, as the results of the following interviews:

"With an educational background of bachelor's degree and even master's degree, the administrative staff who work here should have good skills and expertise in preparing activity plans for our faculty, even though they don't have an educational background as planners, at least with a work plan that has been prepared. Previously, this should have been their capital in preparing activity plans for this faculty. I think there is a lack of confidence from this employee in carrying out his duties because I value his ideas and ideas during the meeting very well even I as the Head of Section give them ample space to be creative in planning"

programs and activities for 1 fiscal year but so far these ideas and ideas have not appeared in the form of an activity plan that was submitted to the AUPK Bureau of UIN Suska Riau'.

Furthermore, the author conducted an interview with Rahmat Hidayat who is one of the planning administrative staff at the Sharia Faculty of UIN Suska Riau as the results of the following interview:

I saw that the AUPK Bureau wanted a program plan that was in accordance with the strategic plan owned by UIN Suska Riau, but they did not provide assistance in the initial preparation process for this activity plan so I felt that what I made was in accordance with the rules but in fact after evaluation and discussion by the AUPK Bureau UIN Suska Riau turned out to be not appropriate and had to be revised." (Interview with Rahmat Hidayat, July 6, 2018.)

Actually, these obstacles can certainly be overcome if the AUPK Bureau of UIN Suska Riau wants a well-organized quality plan. The easiest and cheapest way is, of course, through effective communication with stakeholders and involving them in the preparation of program and activity plans. Effective communication and assistance in the preparation of activity plans will ensure that the UIN Suska Riau AUPK Bureau obtains quality information, and involving all employees in the planning process will broaden and deepen the perspective of the plan and reduce the risk of the plan not being successful when implemented.

Conclusion

Based on the data analysis in the previous chapter, it can be concluded as follows: In the implementation of program planning activities at the Planning and Finance General Administration Bureau of the Sultan Syarif Kasim Riau State Islamic University Pekanbaru when viewed from Viewpoint:

- a. Determine the goals that are measured through goals are clear and directed, effective, efficient and in accordance with the needs of the organization so far there is a trend the drafters of the existing activity plans at UIN Suska Riau have a tendency towards misinterpretation or misperceptions so as to give the impression that there is an easing in the achievement of organizational goals to be achieved by UIN Suska Riau.
- b. Formulate the current state that is measured through understand the current position of the organization, the risks faced and the collection of data and information to form the basis for future projections so far has not been implemented properly where there are still several activities that do not support the 5 (five) policy priorities set out in the 2014-2018 UIN Suska Riau Strategic Program Roadmap.
- c. Identifying the convenience and obstacles that are measured through identifying all the strengths and weaknesses of the organization, assigning activities according to needs and providing convenience in overcoming problems. This weakness will be known what can support and hinder the performance of program planning.
- d. Develop a series of activities that are measured by compiling various alternative actions then these alternatives are assessed and compared and after that one of the best known alternatives is selected so far the AUPK Bureau of UIN Suska Riau has made every effort to direct each faculty to be able to select and develop various alternatives from a series of activities to be implemented during 1 fiscal year.

- a. The obstacles in the implementation of planning activities at the Planning and Finance General Administration Bureau of the Sultan Syarif Kasim Riau State Islamic University Pekanbaru are as follows: The inability of faculty administrative staff to plan activities
- b. **Lack of commitment** faculty leaders, Weak information related to activity planning information. Too much reliance on the planning section, Employees focus too much on factors that they can master

Reference

- Anwar, Idochi Moch., 2013. *Administrasi Perencanaan dan Manajemen Biaya Pendidikan*, Bandung: CV. Alfabeta.
- Arief Bowo PK, SE., MM. 2010. "Perencanaan". Jakarta: Universitas Mercu Buana.
- Azwar, A., 2006. *Pengantar Administrasi Perencanaan*, Bina Pustaka. Jakarta
- Arikunto, Suharsimi, 2010, *Prosedur Penelitian Suatu Pendekatan Praktik*, Edisi Revisi, Cetakan Ketiga belas, Rineka Cipta, Jakarta
- Atmosudirdjo, Prajudi. 2006. *Dasar-Dasar Ilmu Administrasi*. Ghalia Indonesia, Jakarta
- Barnard, I, Chester. 2008. *Organisasi dan manajemen, Struktur, Perilaku dan proses*. (Terjemahan) Jakarta: Gramedia
- Dunn, William N. 2003, *Pengantar Analisis Kebijakan Publik*, (Terjemahan) Yogyakarta : Gadjah Mada University Press
- Efendi, Sofian 2009, *Negara minus nurani: esai-esai kritis kebijakan public*, Jakarta, PT Kompas Media Nusantara
- Gie. The Liang. 2007. *Pengertian Kedudukan dan Perincian Ilmu Administrasi*, Yogyakarta: Karya kencana.
- Hasibuan, Malayu S.P, 2008, *Manajemen Dasar, Pengertian, dan Masalah*, Edisi Revisi, Bumi Aksara, Jakarta
- Handoko, T. Hani, 2012. *Manajemen*. Edisi kedua. Yogyakarta: BPFE.
- Harjanto. 2008. *Perencanaan Pengajaran*. Jakarta : Rineka Cipta.
- Islamy, M. Irfan. 2003. *Prinsip-prinsip Perumusan Kebijakan Negara*, Jakarta. CV. Sinar Grafika
- Mathis, Robert L., and John H. Jackson. 2003. *Human Resource Management*. Tenth Edition. Ohio: South-Western.
- Mahmudi, 2010, *Manajemen Kinerja Sektor Publik*. Yogyakarta, Unit Penerbit dan Percetakan Sekolah Tinggi Ilmu Manajemen YKPN
- Martoyo, K.S. 1992. *Manajemen Sumber Daya Manusia*. Yogyakarta :BPFE – Yogyakarta
- Moleong. 2007, *Metodologi penelitian kualitatif*, Bandung: PT. Remaja Rosdakarya
- Ndraha Taliziduhu, 2010. *Teori Budaya Organisasi*, Cetakan Kedua, PT. Rineka Cipta, Jakarta
- Pace, R. Wayne dan Don F. Faules. 2001. *Komunikasi organisasi (terjemahan)*. Bandung: Rosdakarya
- Pidarta, Made. 2005. *Perencanaan Pendidikan Partisipatori Dengan Pendekatan Sistem*. Cet. 3 ; Jakarta : Rineka Cipta.
- Robbins, Stephen. S. 2007. *Perilaku organisasi buku 1*. Edisi 11. Jakarta : Salemba Empat.
- Riduwan, 2006, *Metode dan Teknik Menyusun Tesis*, cetakan keempat, Bandung, Alfabeta.
- Sagala, Syaiful. 2007. *Managemen Strategik dalam meningkatkan mutu pendidikan*. Bandung : Alfabeta.
- Stoner, James, A.F. 2002. *Perilaku Dalam Organisasi*. Jilid Kedua. Edisi Ketujuh Jakarta: Erlangga.
- Schein, 2001. *Organizational Culture and Leadership*, (Terjemahan) Josey Bass, San Fransisco
- Subarsono. 2005. *Analisa Kebijakan Publik (Konsep, Teori dan Aplikasi)*. Pustaka Peajar: Yogyakarta.
- Sutarto. 2001. *Dasar-dasar Organisasi*, Gadjah Mada University Press, Yogyakarta.
- Syafri, Wirma, 2012, *Studi Administrasi Publik*. Jatinangor. Erlangga
- Tesis Nick Albertho (2013) dengan judul "Proses Perencanaan Program Upaya Kesehatan Wajib (Basic Six) Pada Puskesmas Di Kabupaten Keerom Propinsi Papua
- Tesis Rahmat Hidayat (2014) dengan judul "Perencanaan Kegiatan Maintenance Dengan Metode Reability Centered Maintenance II

Tesis Budi Sentoso (2014) dengan judul “Sistem Penganggaran Pendidikan Tinggi Dari Old Public Management Menuju New Public Management
Wayne, Parson 2005, Public Policy, Prenada Media, Jakarta.
Wijayanti, Irine Diana Sari. 2008. Manajemen. Editor: Ari Setiawan. Yogyakarta: Mitra Cendikia.
Peraturan Menteri Agama RI Nomor 23 Tentang Statuta UIN Suska Riau.
Peraturan Menteri Agama RI Nomor 45 Tahun 2017 Tentang Perubahan Kedua Atas Peraturan Menteri Agama Nomor 9 Tahun 2013 Tentang Organisasi dan Tata Kerja UIN Suska Riau .
Panduan Perencanaan dan Penganggaran Program Pendidikan Islam Tahun 2018