

Research Paper



Educational administration and supervision orientation development

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ABSTRACT

Supervision is a very important process stage for an organization in supervising and controlling the implementation of planned programs in order to achieve the stated goals. Supervision needs to be done on the basis of improvements that must be made to existing human, material, and financial resources. In order to implement a plan or program so that good results are achieved, one way is to carry out continuous and consistent supervision. Through supervision, a supervisor can make predictions and evaluations as early as possible on things that become obstacles in carrying out a work program, so that the supervisor can take strategic action which is a solution to these obstacles. In addition, supervisors can also analyze various facilities and advantages in schools which will be potential factors to be developed and can improve vocational schools at that time and in the future. So that in the end all elements in the school can carry out their work according to established procedures and can achieve the goals of implementing education in schools effectively.

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1. INTRODUCTION

School as one of the educational organizations that directly organizes the educational process, carries the mandate to be able to carry out the educational process and achieve the National Education

Goals effectively. This mandate is implied in the National Education System Law Number 20 of 2003, Article 1 paragraph (1): Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, control self, personality, intelligence, noble character, and skills needed by himself, society, nation and state. Various educational planning and organizing programs have been carried out by the central and regional governments. Furthermore, the challenge is how the schools can carry out all these plans in accordance with the guidelines and standard limits that have been referred to by the government. To be able to carry out this planning and to achieve educational goals, an effort is needed in the form of a planned supervision program for the implementation of the educational process in schools. Sergiovanni and Starrat (1979:5) said that schools that carry out supervision programs always show development and quality improvement. By carrying out supervision, the school will receive an evaluation of the quality of education in the school so that the school can make improvements which will ultimately increase the quality of education [1].

Mukhtar and Iskandar (2009:39) said the implementation of academic supervision by supervisors in schools has not been effective so that it has not made an adequate contribution to improving the quality of learning services, the main reason rests on two things, namely first the supervisor's workload is too heavy, second their educational background is lacking according to the field of study supervised. As a result, in the field some teachers feel that the presence of supervisors in their midst cannot help improve and overcome teacher difficulties in carrying out the teaching tasks they face. In fact, in practice supervisors often emphasize administrative responsibilities of teachers. This means that in carrying out academic supervision the supervisor only checks the completeness of the teacher's teaching administration. The explanation above gives a little illustration about the importance of developing orientation for the implementation of supervision in the administration and supervision of education in Islamic Education Management [2].

1.1. Directive Orientation

Directive orientation is a leadership approach in which leaders provide clear and specific directions, and instructions to their followers. In this approach, the leader has strong authority and makes decisions quickly. Leaders who adopt this approach generally have a clear vision and goals, and focus on achieving organizational goals efficiently and effectively. Directive orientation is often used in urgent situations, or when new employees need clear guidance and direction. However, this approach can also stifle creativity and innovation, and reduce employee participation in decision making. Experts explain that directive orientation is a leadership style based on giving firm and specific directions, and instructions to followers. According to Robert Tannenbaum and Warren Schmidt, directive orientation is an approach in which leaders decide for themselves, provide information, and indicate what is expected of subordinates. Paul Hersey and Ken Blanchard explained that directive orientation is one of the leadership styles included in the Situational Leadership model, where leaders provide clear and specific directions, and strictly control the performance of subordinates [3]. Meanwhile, Kurt Lewin explained that directive orientation is an authoritarian leadership style, in which the leader makes decisions and provides directions without involving subordinates in the decision-making process.

In general, experts agree that in directive orientation, leaders have strong authority and provide clear and specific directions and instructions to followers, but this can also limit subordinate participation and reduce creativity and innovation.

Following are some examples of applying directive orientation in leadership:

1. Provide clear and specific instructions to team members on what to do, how to do it, and set deadlines.
2. Supervise and control work processes and results achieved by team members, as well as provide feedback and corrections if necessary.
3. Setting ambitious and clear targets and goals, and motivating team members to achieve them in an effective and efficient manner.
4. Lead decisively and make quick and appropriate decisions in situations that require immediate action.
5. Considering the interests of the organization as a whole in making decisions, and ignoring the interests of individuals or groups that are not in line with the vision and mission of the organization.

6. Ensure adherence to organizational rules, policies and procedures, and ensure that team members understand the importance of complying with these rules.
7. Paying great attention to tasks and targets to be achieved, and ignoring individual or group feelings and preferences in deciding what actions to take.

1.2. Non-Directive Orientation

Non-directive orientation is a leadership approach in which the leader gives freedom and autonomy to followers to make decisions and take their own actions. The leader in this approach acts as a facilitator or mentor who helps followers to find solutions and make the right decisions. In a non-directive orientation, leaders pay attention to the needs and wants of followers, and provide support, feedback, and suggestions that help followers achieve their goals in the way they see fit [4]. This approach is typically used in situations where the creativity and participation of subordinates is highly valued, such as in a project team or in a highly flexible work environment [5].

According to Douglas McGregor non-directive orientation is one of the approaches in theory Y which assumes that employees have an innate motivation to achieve their goals, and the leader's job is to provide an environment that allows employees to reach their potential. Carl Rogers explained that non-directive orientation is a counseling approach that focuses on providing support and empathy to clients, as well as helping clients to find solutions and make the right decisions. Meanwhile, Kurt Lewin explained that non-directive orientation is one of the democratic leadership styles, in which the leader gives freedom and autonomy to subordinates to make decisions and act, and facilitates group discussions to reach consensus. In general, experts agree that in a non-directive orientation, the leader gives freedom and autonomy to followers to make decisions and act on their own, as well as provide the necessary support and guidance [6]. This can increase subordinate participation, creativity and innovation, but it also requires greater skill and experience in facilitating discussion and providing effective support and feedback.

Some examples of non-directive orientation techniques that are often used by leaders include giving freedom to make decisions, facilitating group discussions, providing support and feedback, giving autonomy and mandate to subordinates, and providing opportunities for subordinates to learn and grow professionally. Following are some examples of the application of non-directive orientation in leadership:

1. Team members to explore their own ideas and solutions to problems and challenges, rather than providing detailed instructions or directions.
2. Provide support and guidance for team members in exploring and developing their ideas, taking into account individual needs and preferences.
3. Establish a safe and open work environment, where team members feel comfortable speaking and sharing their thoughts, without fear of being judged or criticized.
4. Team members' self-confidence and independence, by giving them greater responsibility and autonomy in making decisions and executing their tasks.
5. Provide sufficient space and time for team members to reflect, and evaluate their own performance, without undue intervention or supervision.
6. Emphasizing the importance of openness, honesty and integrity in every interaction and communication between team members, to build trust and avoid unnecessary conflicts or disagreements.
7. Team members to work together and support each other, with an eye on common goals and benefits to the organization as a whole, rather than focusing on individual or group goals.

1.3. Collaborative Orientation

Collaborative orientation is a leadership approach in which leaders work together with followers to achieve common goals. Leaders in this approach pay attention to the needs and wants of followers, and facilitate discussion and cooperation to achieve goals effectively. In collaborative orientation, leaders and followers work together to develop ideas and solutions, share responsibility, and make decisions together. This approach is typically used in situations where active participation and teamwork are highly valued, such as in a project team or in a not many experts specifically discuss collaborative orientation as a

leadership approach [7]. However, the concept of collaboration and teamwork has been recognized as an important part of effective leadership by many experts in management and organization.

John C. Maxwell, a leadership expert and author of books on leadership, revealed that collaboration and cooperation is one of the important principles of leadership. According to him, an effective leader must be able to build strong relationships with followers and facilitate productive cooperation in achieving common goals. Apart from that, Paul Hersey and Ken Blanchard in their situational leadership theory also emphasized the importance of cooperation in leadership. They said that in certain situations, leaders must be able to adjust their leadership style to match the level of ability and readiness of followers, as well as facilitate cooperation and collaboration in achieving common goals. In general, collaborative orientation is seen as an effective leadership approach in creating a work environment that is inclusive, competitive, and motivates followers to work together productively [8].

Some examples of the application of collaborative orientation in leadership:

1. Team members in decision making and strategic planning.
2. Building a mutually supportive work environment and facilitating open communication, both formally and informally.
3. Encourage openness to different ideas and views, and respect differences of opinion in making decisions.
4. Building an effective and efficient system of cooperation between different departments or teams, taking into account common goals and benefits for the organization as a whole.
5. Provide ongoing training and development for team members, to improve their skills and knowledge, as well as improve the quality of cooperation and coordination between team members.
6. Implement a reward and recognition system that is fair and transparent, to encourage the active participation and good performance of team members.
7. Build a collaborative organizational culture and strengthen social bonds between team members, taking into account common interests and collective welfare.

1.4. Other Orientation

Other orientations in the context of leadership can refer to different approaches or styles of leadership other than directive orientation, non-directive orientation, or collaborative orientation. Some examples of other approaches or leadership styles that are often discussed by experts include:

1.5. Transformational Orientation

Transformational Orientation is a leadership approach that emphasizes organizational change and transformation and motivates followers to achieve common goals. For example: Satya Nadella, CEO of Microsoft, is considered a leader who adopts a transformational orientation approach. He is known for leading the company in a more innovative and future-oriented direction and empowering employees to continuously develop and innovate [9].

1.6. Transactional Orientation

Transactional Orientation is a leadership approach that emphasizes giving incentives and rewards to followers who have achieved the expected targets and performance. For example: Jeff Bezos, founder and former CEO of Amazon, is considered a leader who adopted a transactional orientation approach. He is known for focusing on closely monitoring and regulating the performance of employees and providing incentives and rewards for those who achieve set targets.

1.7. Charismatic Orientation

Charismatic Orientation is a leadership approach that relies on the leader's charismatic personality and ability to influence and motivate followers. For example: Steve Jobs, founder and former CEO of Apple, is considered a leader who adopted a charismatic orientation approach. He is known for having a charismatic personality capable of influencing and motivating employees and leading Apple to great success [10].

1.8. Servant Orientation

Servant Orientation is a leadership approach that emphasizes the leader's service and concern for followers, as well as paying attention to their needs and wants. For example: Howard Schultz, the former CEO of Starbucks, is considered a leader who adopted a servant orientation approach. He is known for putting the needs and well-being of employees and the community ahead of the interests of the company and for introducing social programs that help improve the quality of life for the surrounding community.

1.9. Situational Orientation

Situational Orientation is a leadership approach that adjusts leadership style according to the situation and conditions encountered, and pays attention to the ability and readiness of followers. For example: Mary Barra, CEO of General Motors, is considered a leader who adopted a situational orientation approach. He is known for being able to adapt and change according to the needs and demands of the company's situation, as well as paying attention to the ability and readiness of employees in facing organizational changes and challenges. These approaches have different characteristics and principles, and each may or may not be effective depending on different organizational situations and contexts.

1.10. Religious Orientation (Islam)

Islamic religious orientation refers to an approach or perspective in leadership that is based on Islamic values and principles. Islamic religious orientation in leadership includes views on how a leader should act and behave in various situations. Leaders who adhere to an Islamic religious orientation are expected to pay attention to basic principles such as justice, honesty, integrity, responsibility, and so on which are taken from the main sources of Islamic teachings, namely the Al-Quran and As-Sunnah.

In the context of Islamic religious orientation, leadership is not only interpreted as a certain title or position, but also as a social and spiritual responsibility that must be fulfilled by a Muslim. Therefore, Islamic religious orientation also emphasizes the importance of fostering good character and correct understanding of Islamic values, both for leaders and for their subordinates. The application of Islamic religious orientation in leadership is expected to be able to create a harmonious and productive work environment, as well as being able to bring benefits to employees, customers and the surrounding community. Several principles in the Islamic religious orientation that are expected to create a good work environment are honesty, fairness, simplicity, courage, exemplary, and responsibility. Islamic religious orientation refers to a leadership approach that is based on Islamic principles and values. Muhammad Syafii Antonio explained that according to him, the orientation of Islamic leadership is based on the values of the Al-Qur'an and As-Sunnah which emphasize the importance of simplicity, honesty, integrity, responsibility, fairness, policy, prudence, and balance [11].

M. Quraish Shihab explained that Islamic leadership is based on the concept of "apostle" or messenger of Allah, who must carry out the mandate to lead with Likewise with Yusuf al-Qaradawi. According to him, Islamic leadership is based on the concept of "umara" or a leader, who must be responsible for the interests of the people and fulfill the leadership criteria emphasized in the Al-Qur'an and As-Sunnah. Meanwhile, Muhammad Iqbal explained that Islamic leadership is based on the concept of "khudi" or self-awareness, which requires leaders to have extensive knowledge, good intellectual abilities, courage, independence, and the ability to lead with justice and balance. Islamic religious orientation can also be practiced by leaders of organizations, institutions or companies by applying Islamic principles and values in their decision-making and actions [12]. This can bring benefits to employees and the surrounding community and create a harmonious and productive work environment.

Here are some examples of the application of Islamic religious orientation in leadership:

1. Upholding Islamic values, such as honesty, fairness, integrity, responsibility and simplicity, in carrying out duties and responsibilities as a leader.
2. Applying the principles in the Al-Quran and As-Sunnah in everyday life, both in relationships with Allah and in relationships with fellow human beings.
3. Develop good personality and character, such as humility, patience, sincerity, and trustworthiness, to overcome various challenges in carrying out duties and responsibilities as a leader.

4. Providing attention and support for the spiritual needs of his subordinates, such as facilitating congregational prayers, providing rest periods for worship, and providing religious education facilities.
5. Develop business policies and strategies based on Islamic principles, such as not doing usury, not harming others, and providing real benefits to society.
6. Ensuring that the company or organization they lead does not harm the environment and meets the ethical standards set out in Islamic teachings.
7. Develop good relationships with customers, business partners and the surrounding community, taking into account the Islamic values of togetherness, tolerance and mutual respect.

2. CONCLUSION

Based on the discussion above, it can be concluded that the development orientation of supervision is an important approach in leading a work team or organization. There are three types of supervisory development orientations that are commonly applied, namely directive orientation, non-directive orientation, and collaborative orientation. Each type of orientation has advantages and disadvantages that need to be considered in its application. Choosing the right type of orientation can help increase the motivation, performance and productivity of team members and bring benefits to the organization as a whole. Supervisors or organizational leaders must understand and master the concepts and principles related to orientation development or supervisory development orientation, so that they can implement them effectively in leading work teams or organizations. Orientation development can also help create a positive and mutually supportive work culture between supervisors and team members. With good communication, respect for diversity, and support for self-development of team members, the organization can achieve optimal and effective performance. Therefore, the role of the supervisor or organizational leader is very important in choosing the right type of orientation and implementing it properly, so as to achieve organizational goals and provide benefits for team members and the organization as a whole.

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Author Contributions Statement

Name of Author	C	M	So	Va	Fo	I	R	D	O	E	Vi	Su	P	Fu
Mirta Oktavani	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓		✓	✓
Al Farizi	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
Mustamira Sofa Salsabila	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
Sri Suryati	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Andino Maselena	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	

C : Conceptualization

M : Methodology

So : Software

Va : Validation

Fo : Formal analysis

I : Investigation

R : Resources

D : Data Curation

O : Writing - Original Draft

E : Writing - Review & Editing

Vi : Visualization

Su : Supervision

P : Project administration

Fu : Funding acquisition

Conflict of Interest Statement

The authors declare that there are no conflicts of interest regarding the publication of this paper.

Informed Consent

All participants were informed about the purpose of the study and their voluntary consent was obtained prior to data collection.

Ethical Approval

Not Applicable.

Data Availability

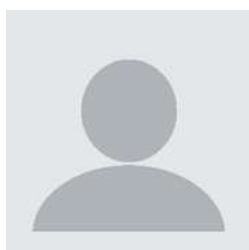
The data that support the findings of this study are available from the corresponding author upon reasonable request.

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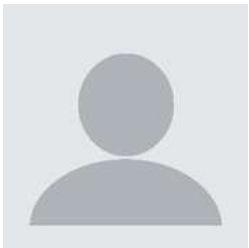
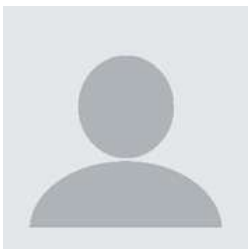
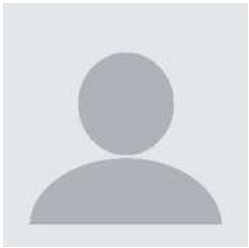
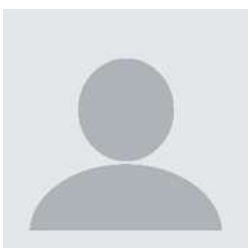
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	Al Farizi, is affiliated with Universitas Islam Negeri Raden Intan Lampung, Indonesia, where he helps with academic research, and day to day scholarly activities too. His interest runs through educational management, instructional innovation, digital learning, plus interdisciplinary educational studies. He is very focused on growing understanding through shared research work, and also through putting modern educational methods into practice. also keeps supporting initiatives that can strengthen teaching effectiveness, increase student engagement, and raise overall institutional quality.
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	Sri Suryati, is affiliated with Universitas Islam Negeri Raden Intan Lampung Indonesia, and in there she is doing teaching, research, plus academic development. Her research interests are tied with educational leadership, supervision, curriculum development and improving instruction. She also helped with studies that aim for more effective educational practices and the betterment of institutions. Honestly, she is quite focused on raising educational quality, not only through research collaboration but also by professional development, plus using innovative learning strategies. In the end her academic work backs up ongoing improvement in education.
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