



The Role of Planning in Management: Strategies to Achieve Organizational Success

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ABSTRACT

This article aims to outline the importance of planning in the context of organizational management. Planning, both strategically and operationally, is explained as a crucial foundation for achieving organizational goals. The data collection method used is the literature method, which is used to trace historical and theoretical data related to planning in management. Strategic planning, as a comprehensive long-term plan, is considered the foundation for operational planning in achieving organizational goals. Three main reasons why strategic planning is important: first, as a basic framework for all types of planning; second, it facilitates the understanding of other planning; Third, as a starting point for evaluating managerial and organizational activities as a whole.

Keywords: *Management, Organization, Strategy*

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INTRODUCTION

Planning is a management function that cannot be ignored in every organization, apart from organizing, directing, and supervising. The existence of planning is very important and closely related to all other aspects of management functions. Planning is comprehensive and serves as a comprehensive guide to carry out all organizational activities. It is usually considered the most fundamental management function because it is the basis for the implementation of all other management functions by managers. In this context, planning is not only a separate activity, but as a foundation that supports overall organization, direction, and supervision (Almuarif, 2023)

Planning is rooted in the word "plan" with the suffix "pe-" and "-an". A plan is the result of the planning process, while planning itself is the process of determining a

plan. The origin of the word planning comes from the Latin "Planus" which means flat. According to Malayu S.P. Hasibuan (2006:91), planning is considered a basic function because before organizing, directing, controlling, evaluating, and reporting, everything must be planned first (Kotler and Armstrong, 2003)

Planning is one of the most fundamental functions in organizational structures. The broad consensus states that planning is at the core of the most crucial management function. The main focus of planning is to set organizational goals and develop strategies to achieve them. As a foundation for the implementation of various organizational activities, planning provides understanding and direction to all members of the organization regarding the goals to be achieved and how to achieve them. With good planning, every activity can be directed effectively, so that success in achieving organizational goals can be achieved. Therefore, the ability to formulate effective planning is the main key to the success of an organization (Sasoko, 2022).

The ever-evolving development of human needs and desires has prompted the evolution of various other factors to meet these demands. From the primitive era when humans completely depended on nature for their lives, to the phase of man's ambition to master nature in order to meet his needs and desires, and today, where the awareness of the importance of harmony with the environment is increasing, shows how dynamic this life journey is. This development is also the main driver for the emergence of various types of organizations as a forum for collaboration between people in meeting their needs and aspirations.

The science of Management, although not discussed in detail in Islamic teachings, is an important field in organizing, controlling, and leading various aspects of organizational life to achieve specific goals. In the general definition, management refers to the process of regulating or controlling the people or things involved in an activity. In this context, Allah SWT is considered a creator who has authority that transcends everything, including the concept of management created by humans to manage their lives on this earth (Huda, 2022)

Strategy, as an important component in management, is not just about setting direction or goals, but also detailing how the plan will be carried out operationally. Solihin (2015) describes strategy as the process of setting long-term goals and organizational goals, as well as the allocation of resources needed to achieve them. Fathi (2008) states that strategy involves a series of understandings and guidelines that form the basis in achieving the goals that have been set, covering a variety of competitive activities and different business approaches to achieve the expected performance (Nahak & Ellitan, 2023) In general, strategy is seen as a comprehensive master plan, explaining in detail how the organization will achieve all the goals that have been set based on the mission which has been predetermined. This approach includes aspects of management such as planning, implementation, supervision, and evaluation. Strategic planning is considered the main key to the success of an organization, which requires not only the formulation of a mature strategy but also the active support of strategic leadership to execute it effectively.

An organization, derived from the Greek word "organon" meaning "tool" or "means", can be interpreted as a social entity that is deliberately designed to achieve a specific goal through coordinated and structured activities, and always interacts with the external environment. The main principles of the organization, as put forward by Herujito, are essential to ensure that the organization's goals are achieved effectively. This includes the formulation of clear objectives to provide direction and foster a strong spirit of cooperation, as well as a clear division of tasks to avoid overlapping responsibilities, clarify hierarchical structures, and facilitate the achievement of goals through effective cooperation.

Planning is the main foundation in the management structure of an organization. This function not only facilitates organization, direction, and supervision, but also provides comprehensive guidance for carrying out all organizational activities effectively (Almuarif, 2023). Rooted in the word "plan," planning is the process of determining organizational goals and developing strategies to achieve them. Sasoko (2022) emphasizes that good planning not only sets the direction, but also provides understanding and direction to the members of the organization regarding the goals to be achieved and the right way to achieve them. This shows that the success of an organization depends heavily on its ability to formulate effective planning. The science of Management, although not discussed in detail in Islamic teachings, has an important role in regulating, controlling, and leading organizational life to achieve predetermined goals (Huda, 2022). By utilizing strategy as a tool to detail and implement long-term goals, organizations can maximize their potential in achieving expected performance (Solihin, 2015; Fathi, 2008). This approach covers all aspects of management, from planning to evaluation, which are essential for the long-term success of the organization (Nahak & Ellitan, 2023).

The article entitled "The Role of Planning in Management: Strategies to Achieve Organizational Success" aims to illustrate the importance of planning in the context of organizational management. More than just setting goals, planning, both strategically and operationally, is considered a crucial foundation in directing organizational activities towards the achievement of the goals that have been set. By formulating the right planning, organizations can coordinate resources and efforts more efficiently, making success in achieving organizational goals a goal that can be better realized.

Literatur Riview

Planning

Planning comes from the word "plan" with the addition of the suffix "pe-" and "-an". The plan itself is the result of the planning process, while planning refers to the process of determining the plan. The origin of the word "planning" can be traced from the Latin "Planus", which means flat. According to Malayu S.P. Hasibuan (2006:91), planning is considered a basic function because before organizing, directing, controlling, evaluating, and reporting, everything must be planned first. (Kotler and Amstrong, 2003)

The principles of planning that are commonly applied in companies or organizations are as follows: First, the principle of achieving goals, where every planning must contribute to the achievement of the goals that have been set. Second, the principle of planning efficiency, which emphasizes that a plan is considered efficient if it can achieve goals at minimal cost. Third, the principle of prioritizing planning, which places planning as the main thing in management functions such as organizing, managing human resources, directing, controlling, evaluating, and reporting. Fourth, the principle of equitable planning, which emphasizes the importance of planning in all aspects of the organization. (Nizamuddin et al., 2024)

Planning has different types depending on the perspective used. Judging from its use, there is single use planning for activities that are carried out only once and repeats planning for repetitive activities. Judging from the process, there is policy planning that focuses on policy making, program planning that details policy implementation, and operational planning that regulates how to work effectively and efficiently. Judging from the time frame, there is long-range planning that covers up to ten years, intermediate planning for five years, and short-term planning for a period of less than a year. Judging from the implementation area, there are rural planning, urban planning, regional planning, and national planning. Judging from the material, there are personnel planning, financial planning, industrial planning, and educational planning. (George R. Terry, 2013)

There are four fundamental stages in organizational or company planning, the first stage is to set goals or objectives by considering the needs and available resources to facilitate their implementation. The second stage involves assessing the current state, situation, and condition by measuring and comparing the capabilities of the organization or company. The third stage includes the identification of supporting and inhibiting factors, with efforts to strengthen supporting factors and reduce their impact and anticipate inhibiting factors. The last stage is the development of a plan in detail and clearly to all elements of the organization, so that the set goals can be achieved, including the preparation of alternative solutions to overcome potential problems during implementation. (George R. Terry, 2013)

Planning is a crucial function in organizational management, where the word "planning" comes from "plan" with the addition of the suffix "pe-" and "-an", describing the process of determining an important plan before carrying out other management functions such as organizing, managing human resources, directing, controlling, evaluating, and reporting. Commonly applied planning principles, such as the principles of goal achievement, efficiency, prioritization, and equitable distribution of planning, emphasize the importance of planning as a foundation for achieving organizational goals. The various types of planning, such as planning based on its use, process, timeframe, implementation area, and material, show the flexibility of planning in accommodating various needs and conditions of the organization. The stages in planning, from goal setting, evaluation of the current situation, identification of supporting and inhibiting factors, to the development of a detailed plan, provide a

comprehensive framework for the organization to achieve success in the implementation of the strategy and the achievement of goals.

Management

In explaining the meaning of management, the author uses two commonly used approaches, namely etymology and terminology. The etymological approach emphasizes the true meaning of a word based on its origin or origin, which is accepted by society in a certain political system. In other words, a word has a distinctive meaning when viewed from its etymological perspective, unless it undergoes a change in the structure of the word that causes a shift in meaning from the original. On the other hand, Phiffner John F. and Presthus Robert V. (1960) refer to Harrington Emerson¹⁵ in stating that management consists of five main elements known as the 5M, namely people (people), money, materials, machines, and methods. (George R. Terry, 2013)

Although diverse in character, characteristics, ideologies, and structures, these organizations can generally be grouped into three levels of management according to Siagian, as quoted by Sukwiaty and his colleagues in the context of leadership: top management which is often dubbed chief executive officer (CEO), middle level management which includes section heads and the like, and lower or operational management which includes supervisors, section heads, and foremen.

It can be concluded that the etymological approach highlights the original meaning of a word based on its origin in a particular society, without taking into account the changes in meaning that may occur as a result of language evolution. Meanwhile, Phiffner John F. and Presthus Robert V. (1960), citing Harrington Emerson, argue that management consists of five main elements known as the 5M: human (people), money, materials, machines, and methods, highlighting the essential elements that must be managed in the context of management.

Organizational Success

Organization comes from the Greek word "organon" which means "tool" or "means". Based on this concept, proponents of this theory state that organizations are a tool to achieve certain goals. Daft (2010) explained that an organization is a group of social entities that have specific goals and are deliberately designed to carry out activities in a coordinated and structured manner, and are always open and in touch with the external environment. Organizational principles are needed to ensure that the organization can run according to the plan that has been set and achieve the desired goals. These principles serve as a basic guideline that is flexible and adaptable to changes in the environment. Herujito said that the main principles of the organization include: first, the formulation of clear organizational goals to provide direction and guidelines for all organizational activities and foster a strong spirit of cooperation; Second, a clear division of duties to avoid overlapping responsibilities, clarify hierarchical structures, and facilitate the achievement of goals through effective cooperation. (George R. Terry, 2013)

It can be concluded that Organization, which comes from the Greek word "organon" meaning "tool" or "means", is defined as a social entity that is deliberately

designed to achieve certain goals through coordinated and structured activities, and is always in contact with the external environment. Organizational principles, as outlined by Herujito, are important to ensure that organizational goals are achieved effectively. This includes the formulation of clear goals to provide direction and build a spirit of cooperation, as well as a clear division of tasks to avoid confusion and facilitate effective cooperation in achieving common goals.

RESEARCH METHODS

This type of research uses a qualitative descriptive approach with the main data sources coming from literature, especially books that discuss planning. The method applied to data collection is the literature method, which in social research methodology is used to dig up historical data from various textual sources. Data analysis is carried out using text interpretation or interpretation methods, which allow researchers to reveal the essential meaning of the information found. The research process begins with reading and collecting data from reliable sources, with an allocation of about 30% from e-books and 70% from scientific articles. The selection of these sources is done with due regard to diversity and ensures that each source can substantially support the arguments and analysis of the research, although there is no number of literature sources set by default, taking into account the time constraints of the research as well as the ability to present the details of each source thoroughly.

RESULTS AND DISCUSSION

Strategic planning is an essential element in organizational management where managers oversee day-to-day operations after setting goals and how to achieve them. Strategic mindset is an important need in management consulting to provide useful advice to various managerial lines. According to Hasibuan (Malayu, 2001), planning is very important because without it, the organization will lose its direction and goals. Planning provides a framework for setting specific goals, serves as an implementation guideline to avoid waste, serves as a basis for control by providing evaluation standards, and is closely related to decision-making and the overall management process. A good plan helps managers make purposeful decisions, ensuring that every action supports the organization's vision and goals effectively. Therefore, planning is not only the first step, but also an integral foundation for the efficiency and operational success of the organization.

Essentially, strategic planning is the combined result of the concept of planning and strategy. Planning refers to the fundamental process that sets organizational goals as well as how to achieve them, while strategy, originally linked to the military context, has now permeated all kinds of organizations. A company's strategy includes the formulation of a thorough plan, detailing detailed steps and action plans to achieve the organization's mission and goals. The existence of a corporate strategy is crucial because it provides a structured framework to direct the organization's resources and efforts towards the set vision. Strategic planning, in its context, is a comprehensive

long-term plan for an organization or company. It not only provides holistic direction, but also establishes resource allocation procedures and adaptation strategies to possible environmental changes.

The strategic planning process involves selecting the goals, strategies, policies, and strategic programs needed to achieve these goals. The resulting document of this process is known as a strategic plan, which details the programs that will be implemented in the next few years. The approach emphasized by Handoko emphasizes that strategic planning is an integrated and comprehensive process in managing resources and achieving organizational goals, taking into account the dynamics of the ever-changing environment. As such, corporate strategy and strategic planning each have a crucial role in providing a structured and organized framework to effectively direct an organization's efforts towards achieving long-term goals. This not only guarantees internal cohesion and operational efficiency, but also allows organizations to be responsive to the challenges and opportunities that exist in their external environment.

Essentially, planning is a crucial first step in management, because it not only sets goals but also directs decision-making and execution within the organization. Handoko emphasized that before organizing, directing, or supervising, managers must design plans that set the goals and direction of the organization. This makes planning the basis underlying other management functions. The management process starts from planning, which not only selects activities but also determines the time, method, and people who will carry them out. The importance of planning is increasingly evident along with the hierarchy levels within the organization, from top managers who focus on long-term strategies to lower-level managers who plan operations for their work teams.

Plans in an organization are formed according to their structure. Strategic plans are created to achieve the overall goals of the organization, while operational plans detail how to implement strategic plans in daily activities. Strategic planning itself is a type of planning that is designed for the long term, providing a structured framework for setting and achieving organizational goals effectively. Skills in designing effective strategic planning and the ability to execute it successfully play a crucial role in achieving organizational goals. Handoko noted that planning is not only done to reduce risk ("protective benefit"), but also to increase success in achieving goals ("positive benefit"). This involves responding to environmental changes, identifying crucial issues, providing clear direction, a deep understanding of the organization's operations, and the proper placement of responsibilities across the organizational structure. Every part of the organization has a clear understanding of their role.

Planning not only provides guidelines for day-to-day operations, but also establishes the necessary framework for the execution of those tasks. This helps in effective coordination between different parts of the organization, ensuring that every activity goes hand in hand. Planning also plays an important role in formulating specific and detailed goals, which significantly improves understanding and communication

throughout the organization. In addition, planning aims to improve the efficiency of time, effort, and expenses by ensuring optimal use of resources in accordance with the predetermined plan. Thus, planning is not only considered a tool to reduce risk, but also a key to achieving overall organizational success. (Handoko, 2003).

Planning plays a crucial role in reducing uncertainty by encouraging managers to adopt a proactive attitude. By planning ahead, managers can anticipate changes, evaluate their impact, and design responses accordingly. Planning also helps clarify the consequences of decisions taken in response to environmental changes. While it is not capable of eliminating change completely, planning provides a foundation for managers to anticipate and respond to change in an efficient manner. With structured planning, organizations can be more responsive to environmental dynamics and avoid overlapping and unproductive activities.

Effective coordination of various work activities can be achieved through careful planning, reducing the waste of valuable time and resources. A clear plan also helps to identify as well as correct any inefficiencies that may occur, as the goals and expected outcomes have been detailed through planning. Planning not only serves as an operational guide but also as a control tool. In this context, planning is a target or standard to measure and control organizational performance. Through this control function, actual performance can be evaluated against the goals that have been set, and improvement measures can be taken to ensure that the organization stays on track as intended. Planning creates a framework that supports coordinated efforts across the organization, providing consistent direction for managers and employees to achieve shared goals by understanding the necessary contributions from each individual (Fuad, 2021).(Almuarif, 2023)

Strategic planning has a very important role in the context of organizational management, because it is a comprehensive long-term plan that is the basis for operational planning to achieve certain goals. Handoko (2009) highlights three main reasons why strategic planning is crucial: first, as a basic framework for all other types of planning; second, it facilitates the understanding of various types of planning; Third, as a starting point for evaluating managerial activities and overall organizational performance. Thus, strategic planning not only establishes the long-term strategic direction of the organization, but also provides consistent guidelines for all organizational activities, assisting managers in planning proactive actions to address challenges that may arise.

Strategic planning also plays an important role in ensuring the alignment of goals within the organization, so that all elements of the organization can work towards the same vision and mission. This not only improves operational effectiveness, but also assists organizations in anticipating and responding to dynamic environmental changes. Through in-depth analysis, strategic planning allows for better decision-making by minimizing the risk of errors, especially in contexts where decisions must be implemented over a long period of time. Studies by Nugroho (2010) and Ugboro (2011) emphasize that effective strategic planning is key in strategic management, which

requires active support from all leaders and members of the organization to achieve long-term success. Strategic planning is not just a tool for formulating strategies, but also a dynamic process that is able to adapt to changing environments and proactively face emerging challenges. By involving all levels of the organization, strategic planning not only creates a structured framework, but also ensures that every step taken supports the organization's long-term vision. It also provides an opportunity for organizations to learn from past experiences, adjust strategies based on continuous evaluation, and improve performance to achieve more optimal results in the future.(Nahak & Ellitan, 2023)

CONCLUSION

Strategic planning plays a crucial role in the management of modern organizations. It is not just the initial stage, but an integral foundation that guides the day-to-day activities and directs the organization's efforts towards achieving long-term goals. By formulating clear goals and detailed strategies, strategic planning provides the necessary framework for optimizing the use of an organization's resources. Additionally, strategic planning allows managers to make informed and proactive decisions, reducing risk and maximizing operational efficiency. Studies and approaches introduced by experts such as Handoko, Aditama, Fuad, and others confirm that strategic planning is not only a risk reduction tool, but also the key to success in dealing with environmental dynamics and achieving organizational goals effectively. With solid strategic planning, organizations can be more responsive to change, avoid overlapping activities, and improve coordination between departments. This all reflects how important strategic planning is in creating a consistent vision and directing the entire organization towards sustainable and successful achievement.

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