



Urgency of management and supervision guidance and counseling in an effort to create responsive and quality services

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Abstract. This study investigates the importance of management and supervision in ensuring the quality and success of school counseling programs. Effective management practices involve planning, organizing, and overseeing counseling services to ensure they align with students' needs and deliver effective, efficient, and high-quality support. Supervision provides counselors with essential guidance, monitors service delivery quality, and promotes professional development through skill improvement and problem-solving. This collaborative approach fosters communication, accountability, and continuous program improvement. Ultimately, strong management and supervision empower counselors to deliver high-quality services that benefit students, parents, and school staff.

Keyword: Management, Supervision, guidance and counselling, responsive, quality services

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Introduction

The dynamic and ever-changing nature of the modern world demands that organizations adapt and evolve to remain competitive and meet the needs of their stakeholders. This necessitates a focus on delivering responsive and quality services that are tailored to the specific requirements of customers and clients. In this pursuit, the role of management and supervision guidance and counseling becomes increasingly crucial (Yandri et al, 2023).

Effective management and supervision play a pivotal role in ensuring that organizational goals are achieved and that services are delivered in a timely, efficient, and high-quality manner. Managers and supervisors are responsible for providing guidance, support, and direction to their teams, fostering a positive and productive work environment, and identifying and addressing potential challenges. According to Jones (2010), effective management and supervision are essential for organizational success. Managers and supervisors play a critical role in motivating and engaging employees, ensuring that work is completed to a high standard, and creating a positive and supportive work environment.

Guidance and counseling are integral components of effective management and supervision. By providing guidance and counseling, managers and supervisors can empower their employees to develop their skills and knowledge, enhance their performance, and reach

their full potential. This, in turn, contributes to improved service delivery and overall organizational success (Yandri et al, 2022). As Smith (2015) succinctly states, guidance and counseling are not just about providing advice; they are about creating a supportive environment where employees feel empowered to learn, grow, and succeed.

Management and supervision in Guidance and Counseling services is required to ensure service effectiveness and efficiency. According to Gysbers and Henderson (2012), Guidance and Counselling management is the management of the Guidance and Counselling system which includes planning, organizing, controlling, and making decisions to achieve the desired Guidance and Counselling goals. Counseling supervision, on the other hand, involves monitoring the quality and effectiveness of the services provided by counselors to clients. Based on research conducted by Hafisah and Eviyanti (2018), Guidance and Counselling management and supervision is also needed to increase counselor professionalism and to ensure good service standards. The study found that counseling supervision can help counselors improve skills, solve problems, and avoid mistakes that may occur in counseling services. As such, Guidance and Counselling management and supervision is essential to ensure good service quality and meet client needs effectively.

Guidance and counseling management is very important because it provides the basis for effective and efficient management of the counseling system. Guidance and Counselling management includes planning, organizing, controlling, and making decisions to achieve the desired Guidance and Counselling objectives. In this context, guidance and counselling management has several important things that need to be considered, namely: 1). Improving service effectiveness: With good management, counseling services will be well structured and in accordance with client needs, so that service effectiveness can be increased; 2). Improving service efficiency: guidance and counselling management can also improve service efficiency by ensuring resources are used optimally and services are provided at a low cost; 3). Improve coordination and collaboration: Effective counseling management can also improve coordination and collaboration between counselors, students, parents, and school staff to provide better services; 4). Increase accountability: Good guidance and counselling management can also ensure accountability for guidance and counselling services, so that guidance and counselling programs can be evaluated and improved based on the results achieved.; and 5) Increase professionalism: Good counseling management can help counselors improve their skills and professionalism in providing quality counseling services. The purpose of this study is to formulate the importance of guidance and counseling management and supervision in creating responsive and quality services.

In the quest to deliver responsive and quality services, management and supervision guidance and counseling play a pivotal role in fostering a culture of continuous improvement and innovation. By encouraging employees to share their ideas and suggestions, managers and supervisors can help to identify areas for improvement and develop new and more effective service delivery methods.

Method

According to Jones (2010), literature review research is a useful research method for gaining a deeper understanding of a research topic. This research was conducted by analyzing various library sources such as books, journals, documents, reports, articles, and other sources relevant to the research topic. Meanwhile, according to The Guardian in 2018 that literature review research is an important research method for gathering information and data needed to answer complex research questions (The Guardian, 2018). The purpose of library research is to gain a deeper understanding of the research topic to be studied. This method is carried out by analyzing various library sources such as books, journals, documents, reports, articles, and other sources that are relevant to the research topic.

According to Johnson and Smith, library research has an important role in identifying gaps in knowledge and information that have not been answered in a research topic (Johnson, M., & Smith, 2018). According to Sari, library research can help researchers to understand the history and development of a research topic, as well as to identify relevant conceptual and theoretical frameworks (Sari, 2020)

Results and Discussion

Management Concept

Management in language comes from the word "to manage" which means, manage or manage (Anton Athoillah, 2010). According to Malayu SP Hasibuan, the word management in English comes from the word "to manage", meaning to manage (Malayu S.P. Hasibuan, 2009). From this meaning, in language management means an activity that is "managing" or "regulating". Setting through the process and based on the sequence of management functions. In terms, management contains many meanings, depending on the person who defines it. For more details on the understanding of management, the authors cite several definitions as follows:

1. Administration Eyclopedia. Management is the process of achieving a certain goal properly organized and supervised.
2. Harold Koontz and Cyril O'Donnel in Anton Atohillah (2010), management is the accomplishment of predetermining objectivity through the efforts of other people. Management is the achievement of predetermined goals by using other people's activities.
3. Management is the science and art of managing the process of utilizing human resources and other sources effectively and efficiently to achieve a certain goal (Hasibuan, 2009)
4. Terry in Hasibuan (2009), management is a distinct process consisting of planning, organizing, actuating and controlling performend to determine and accomplish defined objectives by the use of human beings and other resources. Management is a typical process consisting of planning, organizing, directing and controlling actions carried out to determine and achieve predetermined goals through the use of human resources and other sources.

From the definition above, it can be concluded that experts differ in defining management according to their respective perspectives. However, there are some basic things, namely:

1. A job to be completed must have a goal to be achieved and to achieve that goal, it is necessary to arrange other people. This means that if the work is done alone, it means that there is no management.
2. Management as an art, as expressed by Malay SP Hasipuan and Mary Parker Follett. The term "art" does not yet refer to a systematic method or technique. Art is more directed to personal skills and abilities in managing and managing an organization.

Management is defined as a process, as stated in the Encyclopedia of Administration, Terry and Stower. The term "process" refers to a "systematic way" of doing something. Talking about a systematic way implies that management requires basic concepts of knowledge, requires the ability to analyze situations, conditions, existing or available resources and requires the right thinking to carry out certain activities that are interrelated in order to achieve goals.

In other words, to achieve the goals that have been set, management needs to use a scientific approach in planning, organizing, directing, decision-making and also contains an element of supervision or control so that the activities carried out do not deviate from the goals that have been set. With a scientific approach, quality management can be measured and accounted for. On another aspect, in achieving goals, management needs to use an artistic or artistic approach, because everything concerns the human aspect, because with an artistic approach it will feel beautiful.

When developed further, from the meaning of management by "managing" or "managing" several questions will arise, including:

1. What is managed or regulated?. What is being managed are management elements which include men, money, methods, materials, machines and markets, which is abbreviated as 6M. Management also manages all the activities that arise in the management process.
2. Why should it be managed or regulated?. So that 6M is more efficient, effective, integrated and coordinated in achieving goals optimally.
3. Who manages or regulates?. Those who govern are leaders with leadership authority through instructions or persuasion so that 6M and all management processes are focused and directed towards the goals that have been set.
4. How to manage it or organize it?. The way to manage it is through the process of the sequence of management functions which includes planning, organizing, directing, controlling and so on.
5. Where to set it. To regulate, a container is needed in the form of an organization, company or institution. Therefore, the organization is a "tool" or "container" or "place" to manage 6M and all management process activities in achieving goals. In short, management can only be done within the organization. Because in this organization is a place to work

together, coordinate, carry out management processes, division of labor and integration in achieving the desired goals.

It should be noted that management and organization are not goals, but only a means to achieve the goals that have been set, because the goals to be achieved may be service, profit, sympathy, and so on (Anton Athoillah, 2010). Although management and organization are a tool or container, they must be managed as well as possible. Because if the management and organization are good, then the goals to be achieved can be realized optimally, all the potential that is owned will be better utilized and waste will be avoided. If management and organization are managed and regulated properly, mismanagement (mismanagement or mismanagement or mismanagement) will be avoided. Mismanagement must be avoided, because mismanagement will lead to waste, losses and even the goals that have been set will not be achieved.

If you pay attention to the understanding of management both in language and terms, it can be said that:

1. Management has goals to be achieved. Management is a combination of science and art.
2. Management is a systematic, coordinated, cooperative and integrated process in utilizing the 6 M's in achieving the goals that have been set.
3. New management can be applied if there are two or more people working together.
4. Management in achieving the goals that have been set has several functions including planning, organizing, directing and controlling.
5. Management is not a goal, but a means to an end.

Management Function

Many management experts describe management functions, so that it seems as if there are no clear restrictions on the management functions themselves. However, if you pay attention to all the explanations put forward by experts about management functions, they almost have the same substance, especially when viewed from the purpose of management as a science and as an art.

There are several things that distinguish management functions according to some experts, namely:

Table 1. Management Functions (Malay SP Hasibuan, 2009)

Member Name	Management Functions
GR Terry	Planning, organizing, actuating, controlling
Henry Fayol	Planning, organizing, commanding, coordinating, controlling
Oey Liang Lee	Planning, organizing, directing, coordinating, controlling
Prajudi Atmosudirjo	Leading, planning, organizing, controlling
Sondang P. Siagian	Planning, organizing, motivating, controlling
MC. Namara	Planning, programming, budgeting, system
Louis A. Allen	Leading, planning, organizing, controlling
John F. Mee	Planning, organizing, Motivating, controlling

According to Stoner, the management process is divided into four, namely planning, organizing, directing, and controlling.

Planning

1. Understanding

There are several important points regarding planning, namely:

- a. Thinking of activities before being carried out is based on the logical method.
- b. Planning activities include setting goals, and how to achieve goals
- c. Planning stage: when, who, how much it costs, targets/targets, raw materials, who are the consumers, methods, strategies, media.

Wardati and Jauhar stated that the planning stage, service unit programs and supporting activities were planned in writing containing goals, objectives, materials, methods, time, place and assessment plans.

Meanwhile, Sugiyo stated that planning activities consisted of:

- a. Analysis of student needs/problems,
- b. goal setting,
- c. Analysis of the condition and situation of the school,
- d. Determining the type of activity to be carried out,
- e. Determination of activity techniques and strategies,
- f. Creation of a harmony of individuals to achieve goals
- g. Determination of personnel who carry out,
- h. Estimated costs and facilities used, (h) anticipate possible obstacles in implementation,
- i. Time and place of activity.

2. Planning Benefits

- a. There is clarity in the direction of implementation of the guidance and counseling program
- b. The ease of controlling and evaluating the guidance activities carried out
- c. Implementation of guidance program activities smoothly, effectively and efficiently.

Organizing

1. Addressed to activities that include humans
2. Coordination of resources, tasks, authority among members of the organization so that organizational goals can be achieved efficiently and effectively
3. Organizing guidance and counseling activities has a key role in supporting the successful implementation of guidance and counseling programs.
4. This is because, with proper organization, it can provide direction and guidelines for the position of each guidance and counseling executor.

5. The existence of a clear, professional and proportional division of tasks allows each officer to understand their duties and fosters a good cooperative relationship.
6. In addition, setting the right tasks according to their abilities and characteristics prevents misunderstandings.

Placement of People (Staffing)

Staffing is an effort to place and develop the right people for various types of work according to the organizational design. Staffing process: includes HR development, appraisal and promotion processes and training. The function of identifying people in the organization with the potential to be developed.

Directing (Actuating)

1. Directions to HR and members of the organization
2. Growing work ethic and fostering motivation and providing guidance to subordinates

Implementation

Is all activities or efforts in motivating counselors to use ways, approaches, techniques, methods in achieving guidance and counseling goals effectively and efficiently. the implementation of guidance and counseling leads to the implementation of the planned guidance and counseling program. In order for the implementation of guidance and counseling services to run smoothly, the counselor must:

1. Able to create a conducive working atmosphere,
2. Synchronizing the goals of guidance and counseling with the goals of guidance and counseling officers,
3. Creating a harmonious relationship,
4. Optimizing the potential of guidance and counseling officers,
5. Recognizing and appreciating every achievement of guidance and counseling officers, and
6. Placing guidance officers according to their abilities and characteristics.

Control (Controlling)

Is a systematic effort to ensure that organizational activities go according to plan . Activities in the evaluation include:

1. Recording of work results and organizational performance,
2. Setting performance standards,
3. Measuring and assessing the results of work and organizational performance, and
4. Take corrective and development actions

Management Terms

The main conditions that must be met to achieve effective management are:

1. Clear vision: Having a clear and well-defined vision regarding the long-term goals of the organization.
2. Management skills: Have good management skills, including planning, organizing, leadership, directing, and controlling skills.
3. Industry knowledge: Have adequate industry knowledge and a good understanding of the market, competitors and customers.
4. Experience: Have adequate management experience in the same or similar field.
5. Communication skills: Have good communication skills to communicate the vision, goals and policies of the organization effectively.

Supervision in Guidance and Counseling

Supervision in guidance and counseling is an important process that helps counselors and therapists improve their skills in helping their clients. The concept of supervision in guidance and counseling includes reflection, skills development, performance evaluation, and maintaining client safety. Stoltenberg, McNeill, and Crethar (2014) also emphasized the importance of supervision in helping counselors and therapists develop skills and improve their performance (Stoltenberg, CD, McNeill, BW, & Crethar, 2014). Borders and Leddick (2018) added that supervision also helps keep clients safe and ensures that counselors and therapists comply with applicable ethical standards. In this case, supervision can be used to evaluate counselor performance and provide feedback that helps them improve their practice (Borders & Leddick, 2018).

Conclusion

Management and supervision have an important role in guidance and counseling practice. Management helps counselors and therapists manage their time, resources, and work processes so that they can provide effective and efficient guidance and counseling services. Meanwhile, supervision helps counselors and therapists improve their skills and practice, thereby providing better guidance and counseling services to clients. Supervision also helps maintain client safety and ensures that guidance and counseling practices are carried out in accordance with applicable ethical standards. Through effective management and supervision, counselors and therapists can improve their ability to help clients achieve their goals in guidance and counseling sessions. Thus, management and supervision are very important in the practice of guidance and counseling, and should be a priority for guidance and counseling practitioners to ensure good and safe services for clients.

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