

# THE EFFECT OF ORGANIZATIONAL QUALITY OF MANAGEMENT BASED ON JOB DESCRIPTION OF UPBJJ-UT MAKASSAR STUDENTS SERVICES

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**Abstract:** This paper aims to describe the quality of organization management based on Job Description. Every organization requires decision-making, coordinating activities, human handling, division of tasks and authority, evaluation of achievements leading to group goals, all of which are management activities. Job description (job description) is a collection of information positions and arranged systematically obtained through job analysis (job analysis). Target Description Job description (job description) is a description of the duties and responsibilities of each personal or employee to indulge in organizing and knowing exactly what is done through the process of planning, organizing, mobilizing, and supervision in order to achieve the goals set. While the core of management is leadership, namely the ability to move people to follow leaders.

**Keywords:** Organization, Quality, Management, Job Description.

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## 1. INTRODUCTION

Quality performance is one of UPBJJ UPBJJ Makassar's mission. Job descriptions will certainly be influenced by sound organizational management. Therefore, every organization requires decision-making, coordinating activities, human handling, division of tasks and authority, evaluation of achievements that lead to group goals, all of which are management activities.

Management is often defined as science, tips, and professions. It is said to be a science, because management is seen as a field of knowledge that systematically seeks to understand why and how people work together. It is said to be a tip, because management reaches goals through ways of organizing others in performing tasks. While said as a profession because the management is based on special skills to achieve an achievement of managers and professionals demanded by a code of ethics. The principal specialist nature of management is the integrity and application of science and the analytical approach developed by many disciplines.

Management as a distinctive process according to Terry (1964 in sagala, 2006: 14) consists of planning, organizing, mobilizing and supervising actions undertaken to determine and achieve predetermined targets through the utilization of human and other resources . In line with that opinion, Gasperrsz, V (1997) asserts that management is an action or activity with a specific purpose. Thus, there are three main functions of the implementation of managerial work including planning, organizing, and controlling.

In implementing a reliable management, it takes a job description (job description) to all elements of the organization. Job description is a collection of job information and arranged systematically obtained through job analysis, which can identify and describe a certain position or position by making the status of each position becomes clear to the function and its role, the result, the responsibility he replied.

Hasibuan (2003: 32) states that job analysis is to analyze and design what work to do, how to do it and why the work must be done. Usefulness of position analysis is to get the quality and quantity of the right employees needed to achieve organizational goals, training, job evaluation, job implementation assessment, promotion and transfer, organization, introduction, counseling, employment relationship and re-planning. With the existence of clear job design, it will be more productive and achievement so that economic benefits from job description will be obtained.

Based on the understanding described above, in improving the quality of employee services, organizational management is a science that can be learned by all people in which there are continuous processes effectively and efficiently in order to achieve the goal, but in its application requires good art management skills, because we are here confronted with humans as a component of management itself which is seen as a unique asset because between individuals must have differences and certainly have a level of thinking and understanding varied. In terms of differences between individuals this is needed how we can manage it into a positive force so as to create a positive atmosphere as well to achieve organizational goals as expected. When we are facing the work and demands of an ever-changing environment, or also because of the additional tasks assigned by superiors to us, it is not impossible that this becomes a burden in itself if it is not in accordance with our task which in the end is not impossible also this will hinder the achievement of targets and organizational objectives, therefore in order to achieve effective and efficient organizational goals is very necessary job descriptions for each personnel within an organization.

Therefore, the job description is a description of the duties and responsibilities of each personal or employee to move in managing and knowing precisely what is done through the process of planning, organizing, moving, and supervision in order to achieve the goals set. While the core of management is leadership, namely the ability to move people to follow leaders.

Given that Open University (UT) has a Vision to become a world-class high-quality open university (PTTJJ) institution in producing highly qualified graduates of higher education and in developing the theory and practice of PTTJJ in 2021. To achieve its Visions, UT must be supported by high quality lecturers both in the field of science and in learning. The ability of lecturers in conducting research and publication is one of the must-have characters. Therefore, to achieve the vision, the researchers want to describe the UPBJJ-Open University of Makassar.

UPBJJ-UT Makassar employs 43 lecturers and 17 administrative staff (administrative staff). Dual-faculty lecturer, which in addition to carrying out the main duty as a lecturer that is, carry out tutorial activities are also given the task of helping staff arrange to complete tasks in the administration. Each lecturer is given a different job to be accountable. By that, the Goal which became the goal of the organization achieved through employee activities in the form of implementation of work to realize the goals that have been organized.

## **2. OVERVIEW OF ORGANIZATION-BASED MANAGEMENT JOB DESCRIPTION**

### **1. Definition of Organizational Management:**

Management by Parker (Stoner & Freeman, 2000) is the art of engaging through people (the art of getting things done through people). Sapre (2002) states that management is a series of activities directed directly to the use of organizational resources effectively and efficiently in order to achieve organizational goals.

Management is a typical process. Terry (in Hasibuan 1984: 10) argues that management consists of the actions of planning, organizing, mobilization and control undertaken to determine and achieve predetermined targets through the utilization of human resources and other sources.

Another understanding is that management is the process of planning, organizing, leading and controlling the efforts of members of the organization and the utilization of all organizational resources in order to achieve the goals set by Stoner (in Handoko 1998: 8). The manager is the person authorized and responsible for making plans, organizing, leading, and controlling the implementation to achieve certain goals. Management, manager and managerial is a word that has the same meaning that is how an activity is done to achieve goals or goals.

Managerial ability is the ability to mobilize people by utilizing existing resources in achieving organizational goals and effective. Correspondingly, Kipnis and Schimdt (1982) find three ways to influence others, namely (1) rude, angry, threatening, intimidating ways; (2) a subtle way in interesting ways, sweetly and praised; (3) rational ways with the correct reasons logic and offer and compromise. Thus, managers to influence others to raise cooperation can be done in the best way to obtain a cooperation in improving performance.

Managerial capabilities according to Hersey (in Kuratko and Hodgetts 1998: 9), "there are three namely:

- 1) technical skill;
- 2) skills of interpersonal relationships (human skill); and
- 3) conceptual skills".

Thereby also three skills that must be owned and controlled by a manager is

- 1) conceptual skills,
- 2) human skills
- 3) technical skills.

Similarly expressed by Wahjosumidjo (1999) that a head of the institution can effectively carry out its function as manager, then he must understand and make it into action or behavior values contained in the three skills namely:

- 1) Technical skills, namely mastering knowledge of methods, processes, procedures and techniques to carry out special activities and the ability to utilize and utilize facilities, tools needed to support activities of a special nature.
- 2) Human skills, which include (1) the ability to understand human behavior and cooperation processes, (2) the ability to understand the hearts, attitudes and motives of others, why they say and behave, (3) the ability to communicate clearly and effectively, (4) ability to communicate clearly and effectively, (4) ability to create effective, cooperative, practical, and diplomatic cooperation, and (5) capable of acceptable behavior.
- 3) Conceptual skills, which include (1) analytical skills, (2) rational thinking ability, (3) experts or competence in various conceptions, (4) able to analyze various events, and able to understand various trends, (5) able to anticipate command, (6) able to recognize the various opportunities and social problems.

Above description, what is meant by the managerial ability is the ability to move people by utilizing the existing resources in order to achieve organizational goals effectively, by going through the following:

- 1) conceptual skill, which is a skill of creativity, initiative, initiative, and innovation in institutional management.
- 2) skills related to human beings, namely the skills of establishing relationships with superiors and staff and communicating with the community; and.
- 3) technical skill in question is the skills in guidance to employees and other staff in carrying out its duties.

Organization is a human mental process in the industry / organization with a coordinated system of activity oriented from a group of people working cooperatively to achieve the same goals under certain authority and leadership, Wijono (2010: 2). Which means a group of people who have the same goals and work together to achieve those goals.

Based on the above exposure can be concluded that the management of the organization is a plan related to how a person can process or manage a series of organizations from selecting members to solving the problem.

## **2. Definition of Job Description:**

Mathis and Jackson (2001: 261) state that job descriptions are an explanation of job characteristics (tasks and responsibilities of a job) to be performed by an employee in an organization or company. The tasks need to know clearly what type, then what responsibilities should be held by a person who perform the task, so that employees do not make mistakes with the clarity of work they have to do.

Pophal (2008: 8) states that the division of labor is a written record of the responsibilities of a particular job. This document shows the qualifications required for the job and the University of North Sumatra describes how the work relates to other parts of the company.

## **3. Job Description Factors (Job Description):**

Job Description Factors To see whether the job descriptions are in line with the expectations of the employee, a functional work analysis model, Milwaukee and Sidney used in Mathis and Jackson (2001: 262), consists of organizational goals, what employees can do to achieve those goals in their work, the level and orientation of what the workforce does, the performance standards and training content. The explanation of the above is as follows:

- a. Organizational Goals Organizational goals are the goals that an organization wants to achieve, both short-term, medium-term, and long-term goals.
- b. What employees can do to achieve that goal in their work. Open University, Goals that the organization's goal is achieved through employee activity in the form of execution of work to realize these goals.
- c. What level and orientation do the workers. Employees within the organization need to have an orientation in work, in the form of understanding of the intentions of the work performed by each employee.
- d. Organizational Performance Standards generally have a working standard that becomes the starting point of employees in doing their work so as to produce something contained in the existing standard. 5. Content of Training affecting the implementation of work, training is held to provide knowledge and ability to work in achieving performance.

### **3. QUALITY IMPROVEMENT THROUGH ORGANIZATIONAL MANAGEMENT**

An institution or agency as an organizational unit is headed by a leader who has a job as an organizational management manager. Cooperation between leaders of subordinates must run harmoniously, so that the institution as an organization function effectively. In line with this, Nawawi (1995: 93) says "the organization can function well or poorly for the achievement of organizational goals". Organizations can be said to be good if possible the realization of effective cooperation in implementing the volume and workload of the organization. Conversely, organizational cooperation is said to be bad if in reality it does not allow the realization of cooperation in everyday order. Therefore, the successful achievement of educational and teaching objectives in school can not be separated from the role of the head as in managing cooperation within the educational institutions he leads.

As an illustration of the functions of management below are raised some opinions, namely:

1. According to Nitiseminto (1989), the management function consists of: (1) planning (planning), (2) organizing, (3) directing (directed), (4) coordinating (coordinating), (5) controlling ).
2. While Terry (in Hasibuan, 1984) suggests management functions are (1) planning, organizing, actuating, controlling, Managerial function can be implemented effectively and efficiently if all aspects of management can be done properly. According to Winardi (2002), that management is a process consisting of actions planning, organizing, moving and supervision to achieve goals set through the utilization of human resources and other resources.

Opinion about the management function is clearly visible difference between the formulator with each other. Differences are not only in classification but also in terms of differences used, but clearly, they have placed the planning and organizational functions in the first and second positions in the formulation. Hasibuan as a guide for comparison with other formulation, then on the fifth function of the other control using the term controlling (supervision).

In order for the formulation to be clear, below is outlined one by one quality improvement through organizational management functions as follows:

#### **a. Planning:**

Planning will only be possible if the planner recognizes, correctly understands the strengths and weaknesses of the internal and external aspects of the planning organization, so that future challenges can be exposed and opportunities that may be open for the good of the organization, without knowing the aspects the plan is composed only an unfounded wishful thinking, because it requires precise and accurate data and integrated from all lines of organization.

Planning is a function of management where this function is very much role that is to provide guidance to the implementation of education, a reference monitoring and implementation of the program, as well as a research criteria to detect obstacles, even irregularities and more than that becomes a medium of renewal.

Planning is aimed at a future full of uncertainty. The impact of new planning is felt in the future so that the risks are relatively small, should all the occult, the wisdom is planned first. Planning is linked to the problem of choosing the means of choosing a destination in the best way to achieve that goal from several alternatives, without no planning alternative.

Once the importance of planning, so Nawawi (1989) formulates that Planning means preparations to prepare a decision in the form of steps to solve a problem or implementation of a problem or implementation of a job that is directed to the achievement of the goal.

According to Terry (Hasibuan, 1984) that planning is choosing and linking facts and making and using assumptions about the future to describe and formulate the activities necessary to achieve the desired outcomes.

#### **b. Organizing:**

Some people argue that the organizing function has already entered into the implementation function. Because in preparing the planning, organizing has also been thought and compiled into patterns of activities undertaken in the execution.

There are several important aspects to know in organizing: (1) the existence of a group of people who work together, (2) the existence of a certain goal to be achieved, (3) the existence of work to be done, (4) the establishment and classification of work, (5) the authority and responsibility, (6) the delegation of authority, (7) the existence of discipline that must be obeyed.

Within the organizational structure there are various activities that would require different skills and responsibilities of the diversity of tasks and tasks it is impossible to bear by the leader in this case lies how the leadership organizes the tasks to his subordinates.

#### **c. Coordination:**

The presence of various jobs within an organization, of course requires good coordination, good coordination means an attempt to align work between one another, so that there will be no confusion, inaccuracy, work between one another. This means that the work will be carried out effectively and efficiently.

Brech (Hasibuan, 1984: 86) formulates a coordinating problem that coordination is to balance and move the team by providing suitable job locations to each and keeping the activity in proper harmony among the members themselves.

#### **d. Briefing:**

The term directives used are adapted to the reality that is in the field. Because this term gives the impression of maturity especially between leaders and subordinates in a formal organization.

Activities that are briefing in the process of management intend that each person do the work that becomes the burden of their respective tasks effectively either by using or without tools. Furthermore, in this briefing activity whenever there is a problem with the realization of a plan, a manager must be able to see from the point of view of the interests of the organization as a whole or as a whole.

#### **e. Control:**

One of the tasks of a managerial function is supervision which serves to know the success rate of the objectives achieved, to know the deviations that occur, to observe the level of effectiveness of the purpose of assessing the actions that have been done, whether it has produced something as planned, or at least whether the activities have been run on the actual rails and do not deviate from the design or purpose set.

Supervision is defined by Siagian (1996) as a process of observation of the implementation of all organizational activities in order to better ensure that all work is being carried out in accordance with predetermined plans.

Looking at the above formulation, it can be concluded that the supervision is carried out thoroughly so that the work done run according to the plan that has been done previously.

In order for the exercise of supervision to proceed smoothly, it is necessary to know as much as possible the conditions of supervision as suggested by Koontz (Handayningrat 1993): (1) supervision must be related to the person's plan and position, (2) supervision must be linked with the individual, and (3) supervision should indicate deviations on important matters, (4) objective oversight, (5) frugal oversight, (6) supervision should be flexible, (7) supervision should bring corrective action.

#### 4. CONCLUSION

Managerial ability is the ability to mobilize people by utilizing existing resources in order to achieve organizational goals effectively. Organization is a human mental process in the industry / organization with a coordinated system of activity oriented from a group of people working cooperatively to achieve the same goals under certain authority and leadership.

Job description is a collection of job information and arranged systematically obtained through job analysis, which can identify and describe a certain position or position by making the status of each position becomes clear to the function and its role, the result, the responsibility he replied.

The goal of job description is the description of the duties and responsibilities of each personal or employee for the activities in organizing and knowing exactly what is done through the process of planning, organizing, mobilizing, and supervising in order to achieve the goals set. While the core of management is leadership, namely the ability to move people to follow leaders.

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