

Research Article

Job Description and Work Discipline (Study at the Riyadhus Sholihin Orphan and Dhuafa Boarding School in Bandar Lampung)

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Abstract.

The research aims to analyze the application of the job description of the boarding school management and its implications for work discipline at the Riyadhus Sholihin Orphan and Dhuafa Boarding School in Bandar Lampung. This research uses Dessler's theory of job description indicators and a descriptive qualitative approach. Data collection was done by conducting interviews, observation, and documentation. Data analysis was carried out by reducing data, after which it was presented in the form of descriptions and verified by conclusion. The results of this study indicate the success of job descriptions and their implications for work discipline that can be seen through job identification, job summary, duties and responsibilities, authority, work standards, working conditions, and job specifications.

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1. Introduction

The success or failure of an organization or agency is largely influenced by human factors as job executors(Walk, 2023). An organization is a social unit that is consciously coordinated, has a relatively identifiable boundary, and works continuously to achieve goals(Ekhsan et al., 2019). As a result of interactions with their respective characteristics and many interests that shape lifestyles, behavior patterns, and work ethics, all of which will characterize the condition of an agency or organization(Domegan et al., 2019). One of the things that must be considered in carrying out work is the realization of good employee performance(Saban et al., 2020). Apart from leadership, in an organization, it is also important to have a written work plan that can facilitate the achievement of organizational goals, namely a job description(Sari et al., 2021).

In an educational institution, the success of the institution in achieving its goals is highly dependent on its competence, because the more competence it has, the more

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its progress will increase (Kioupi & Voulvoulis, 2019). The competence of teachers or boarding school caregivers who are in accordance with the field of work is able to help educational institutions achieve their goals; therefore, if the competence possessed is not in accordance with the field of work, teachers or boarding school caregivers cannot carry out the job description properly, which can cause the performance of educational institutions to decline (Rohaeni et al., 2021).

Islamic educational institutions have a very large share to accompany the process of running life (Anam et al., 2019). Because in its orientation, Islamic education must be able to prepare human resources who are not just recipients of global information flows, it must also provide provisions for them to process, adjust and develop everything received through the flow of information, namely creative and productive humans (Ilham, 2020).

The job description is a collection of information about what obligations, responsibilities, and authorities are held and must be carried out by employees (Van Houtven et al., 2020). Job descriptions can affect employee performance because, with a job description, an employee will understand and be able to determine the direction of work, where to turn, how much speed is needed, and so on (Fareri et al., 2020). A Description according to Yuliza Nurbaiti, is a job description that has been detailed by the specified position (Nurbaiti & Napitupulu, 2020). In this case, educational institutions need a job description to be effective and efficient at work (Boldureanu et al., 2020). The job description is an important role for a job desk because it describes the authority and responsibilities of a particular position (Ranerup & Henriksen, 2019).

In principle, humans are given the freedom to think about nature in addition to utilizing it for themselves or common interests (Brem et al., 2019). Allah SWT has given an appeal to His servants to enliven the earth or build on it (Sharjeel & Shah, 2021). It is clear that the command here is to do good, not the other way around, to do damage, as feared by the angels in their dialog with Allah in response to the initial process of human creation (May, 2023).

An Islamic boarding school is an institution and place for the development of religious education as well as a community of students who study Islam (R. Rahmawati et al., 2022). Islamic boarding schools are educational institutions that have the most direct contact with the people (Hanafi et al., 2021). For that reason, it is not an exaggeration to state that Pesantren, as an educational institution, has been very integrated into the lives of most people (Akmaliyah et al., 2021).

Based on the results of pre-research according to the Head of the Field of Care of the Orphanage and Dhuafa Tahfidzul Qur'an Islamic Boarding School, "Riyadhus Sholihin"

Bandar Lampung indicated or suspected that there was no clear and written job description at the Orphanage and Dhuafa Tahfidzul Qur'an Islamic Boarding School, "Riyadhus Sholihin" Bandar Lampung made the author interested in conducting research at the Orphanage and Dhuafa Tahfidzul Qur'an Islamic Boarding School "Riyadhus Sholihin" Bandar Lampung. The results of the author's pre-research at the Pondok Pesantren Yatim Piatu Dan Dhuafa Tahfidzul Qur'an Islamic Boarding School "Riyadhus Sholihin" Bandar Lampung show that the implementation of performance management (job description) is not running properly, namely the absence of job identification, placement of job descriptions that are not based on the background diplomas of educators and education personnel, the absence of job summaries, the absence of work standards, the absence of job specifications, and the incompatibility of educators with the number of students in the Orphanage and Dhuafa Tahfidzul Qur'an Islamic Boarding School "Riyadhus Sholihin" Bandar Lampung.

Salmah Pattisahusiwa stated that the refinement and application of job descriptions were able to improve process performance, namely the description of authority, responsibility, working conditions, work facilities, and work standards, by applying the principles of Responsiveness, Responsibility, Accountability, Adaptability, Survival, Openness/transparency, and Empathy in the organization (Pattisahusiwa, 2013). The application of poor job specifications (Job Specification) was not able to improve Process Performance, namely in the SKPD Position Specifications pay less attention to the suitability of Training and Competence in considering job placement to improve Process Performance (Mauliadiani et al., 2019). The government, especially the Regional Work Unit, should always apply job descriptions clearly because the results of the study proved to be able to improve process performance, namely the description of authority, responsibility, employment conditions, and work facilities. work standards, by applying the principles of Responsiveness, Responsibility, Accountability, Adaptability, Survival, Openness/transparency, and Empathy in the organization (Hutahayan, 2020). The government or Regional Work Unit should prioritize the application of job specifications (Job Specifications) because it turns out that the research results are not able to improve Process Performance, namely in SKPD Position Specifications pay less attention to the suitability of Training and Competence do not consider placement in the organization (Holgersen et al., 2021).

Khoirur Rahmawati et al. said that companies should pay more attention to job training within their companies because the job training variable has the greatest influence compared to other variables, and pay more attention to employee job stress to support job satisfaction (K. Rahmawati et al., 2020). Companies should pay more

attention to employee work stress because the work stress variable has the most influence on other variables and companies should be able to minimize better employee performance (Soelton et al., 2020). Then Tanyo Prayoga said that Job Description and Job Specification have been able to contribute to the achievement of the organization's vision, mission, goals, and strategies (Prayoga, 2016). While the results of Froze Nyamoita Ongwesa's research show that, worker training wins the capacity to carry out all obligations well and calmly, besides that different jobs directly affect the achievement of official goals by having different scientific abilities and representative work assessment reports according to the set of responsibilities on the association's goals (Ongwesa et al., 2019). This examination is guided by the theory of human capital proposed by Schutz (1961) this theory states that individuals accumulate human capital through speculation, time, and money (calculating delayed gains), in instruction, preparation, mastery, and choice characteristics, to develop their favorable capacities to evaluate a pioneer although all staff convey some capacities and expertise for the execution of their duties, accumulating scientific achievements and skills gives a separation in the level of remuneration needed to attract and keep quality people (Christians et al., 1993).

The implementation of performance management is given soberly, but how can the educational objectives be carried out properly? For example, when the author conducted a pre-survey asking about the job description document that had been made, there was no job description, instead, they just made a job description when the author asked for it for research needs (Kaufman & Schunn, 2011). Based on the description above, it is very important to conduct research to analyze the application of job descriptions and work discipline at the Riyadhus Sholihin Orphanage and Dhuafa Islamic Boarding School Bandar Lampung.

2. Methods

This research uses a qualitative approach to describe the problems and research focus. The type used in collecting data is a descriptive method designed to obtain information in the form of words, pictures, and not numbers regarding the Application of Job Description of Boarding School Administrators and its Implications for Life Discipline at the Orphanage Boarding School and Dhuafa Tahfidzul Qur'an "Riyadhus Sholihin" Bandar Lampung. Data collection is done by observation, interview, and documentation techniques. Observation, to see the state and educational facilities, student learning conditions, and boarding school administrators in implementing Job Descriptions, and so on. Interviews, to obtain information about the Application of Job Description of

Boarding School Administrators and its Implications for the Discipline of Life in the Orphanage and Dhuafa Tahfidzul Qur'an Islamic Boarding School "Riyadhus Sholihin" Bandar Lampung. The author of the interview is the Boarding School Management of people related to the discipline of students at the Boarding School. Data analysis was carried out by reducing data, presenting data, and drawing conclusions. data reliability test of the research results was carried out by triangulation with sources.

3. Results and Discussion

Implementation of Job Description and Work Discipline

Job descriptions contain information about employee identification, employee history, employee obligations, responsibilities, and employee specifications or information about employee standards(Kim, 2020). Job descriptions must be clearly described so that officials who will occupy the position know the duties, responsibilities, and standards of achievement that must be achieved(Newman & Ford, 2021). Job descriptions must be the basis for determining job specifications so that the filling of positions is based on what and only who so that mismanagement can be avoided(Greeno, 2021).

In this research at Pondok Pesantren Riyadus Shalihin Bandar Lampung, the author uses the theory of Dessler which states that there are seven job description indicators, namely: job identification, job summary, duties and responsibilities, authority, work standards, working conditions, and job specifications.

Work Identification

The job identification section contains several types of information such as job titles(Greeno, 2021). This includes things like the job name, department and location of the job, reporting relationship, and the date the job description was last revised(Labrague & de Los Santos, 2021). A good job title can provide an accurate estimate of the characteristics of the job content and will distinguish one job from another(Ma et al., 2021). Job identification must have accountability so that position holders carry out their duties and authorities, Accountability represents knowledge and responsibility and is related to policies, decisions, and any actions taken by the company, and accountability in the boarding school is in the owner of the foundation itself Pondok Pesantren Riyadus Shalihin Bandar Lampung.

Allah ordered Muhammad SAW to convey to his people that each person works according to his ability(Abdullah et al., 2019). In this case, Allah SWT as the ruler of the universe knows who among humans follows the right and who among them follows the false, all will be given a fair decision, no one does not get a fair decision from Allah

SWT(Rahman et al., 2021). A job will be analyzed as a routine activity(Albrechtsen et al., 2019). Correspondingly, the analysis process is always used for the development of job descriptions and functions or the determination of responses to each position(Mariani & Wamba, 2020).

Job identification at Riyadus Shalihin Islamic Boarding School Bandar Lampung consists of the Asatidz Board (details of the duties of the Head of Care, Head of tahfidz and worship, Head of cleaning and landscaping, Head of research and information, head of food, and finally the head of teaching and language), ISTAQ Management (Santri Tahfidzul Qur'an Association). The implementation of job identification has been carried out so that many achievements of the boarding school children have been achieved.

The research conducted by the author is in line with research conducted by Salmah Pattisahusiwa, which discusses the effect of job descriptions and job specifications on process performance. The results of this study say that the refinement and application of job descriptions can improve process performance, namely the description of authority, responsibility, working conditions, work facilities, and work standards, by applying the principles of responsiveness, responsibility, accountability, adaptability, survival, openness/transparency, and empathy in the organization)(Pattisahusiwa, 2013).

3.1. Job Summary

A job summary is a short statement that summarizes the essence of the job and should include its main functions or activities(Bonello & Meehan, 2019). The job summary must have accountability so that the position holder carries out his duties and authority, Accountability represents knowledge and responsibility and is related to the policies, decisions, and every action taken by the company, and accountability in the boarding school is in the owner of the foundation itself Riyadus Shalihin Islamic Boarding School Bandar Lampung.

Riyadus Shalihin Islamic Boarding School Bandar Lampung has formulated and implemented job descriptions, but they often overlap. There are some ustadz who understand the job description, but because there are other jobs, they are directed to others. This means that Riyadus Shalihin Islamic Boarding School Bandar Lampung does not have a standardized and official SOP. Based on the explanation above, the implementation of the job summary has not been implemented due to the frequent overlap between one job description and another.

Five major concepts must exist to create a strong organization. Namely: compatibility of concepts and implementation in the organization, team solidarity, accuracy in measuring and knowing strengths and challenges, and having militant cadres (Robinson, 2022). To realize it all, a summary of work is needed, in companies, it is usually manifested in the form of an organizational chart which is then broken down into various positions (Kretschmer & Khashabi, 2020). Each position usually has duties, responsibilities, authority, and job descriptions (Moje & Lewis, 2020). The higher the position, the higher the duties, responsibilities, and authority. With the division of tasks, the work becomes lighter (Çoban, 2022). That is, dividing tasks and work according to their respective expertise, do not leave tasks and work to those who are not experts (Scharfen & Memmert, 2019). The research conducted by the author is in line with research conducted by Salmah Pattisahusiwa which discusses the Effect of Job Descriptions and Job Specifications on Process Performance the results of this study say that the application of job specifications (Job Specification) which is not good is not able to improve Process Performance, namely in SKPD Position Specifications pay less attention to the suitability of Training and Competence in consideration of job placement to improve Process Performance (Pattisahusiwa, 2013).

3.2. Roles and Responsibilities

The job description must present a list of job responsibilities and duties, such as the level of responsibility for the task, its importance, and how often it is done (Shin & Park, 2019). Duties and responsibilities must have accountability so that officeholders can carry out their duties and authority (Ceva & Ferretti, 2021). Accountability represents knowledge and responsibility and is related to policies, decisions, and any actions taken by the company, and accountability in the boarding school is in the owner of the foundation itself, Riyadus Shalihin Islamic Boarding School Bandar Lampung. Duties and responsibilities at Riyadus Shalihin Islamic Boarding School Bandar Lampung have been carried out according to the job description to create outstanding students. The duties and responsibilities are a divine mandate that is truly great and heavy. Therefore, everything in the heavens and on earth rejected the mandate that Allah SWT had previously offered to them. However, humans dare to accept the mandate, even though they have the potential to deny it.

The research conducted by the author is in line with research conducted by: Suryani which discusses the analysis of the application of employee job descriptions that the obstacles to the implementation of employee job descriptions in the Surakarta Special

Class IA District Court are lack of employee availability, low employee quality, duplication of employee job descriptions, rotation of employees who are not based on position. The efforts made to overcome the obstacles to the implementation of job descriptions for employees in the Surakarta Special Class IA District Court are the recruitment of interns, improving the quality of human resources through independent study, implementing regulations that prohibit duplication of employee job descriptions, coordinating the implementation of employee job descriptions, and revising employee job description data(Suryani, 2019).

3.3. Authority

Authority is the right to do something or order others to do or not do something to achieve certain goals(McClelland, 1970). This section determines the limits of the authority of job holders(Simon, 1991). The authority must have accountability so that position holders carry out their duties and authorities, Accountability represents knowledge and responsibility and is related to policies, decisions, and every action taken by the company, and accountability in the boarding school is in the owner of the foundation itself Riyadus Shalihin Islamic Boarding School Bandar Lampung.

Riyadus Shalihin Islamic Boarding School Bandar Lampung has carried out the authority given by the leadership and based on its job description well. Based on the explanation above, the implementation of authority is well implemented because Riyadus Shalihin Islamic Boarding School Bandar Lampung has exercised the authority given by the leadership and based on its job description.

The research conducted by the author is in line with research conducted by Salmah Pattisahusiwa which discusses the Effect of Job Descriptions and Job Specifications on Process Performance the results of this study say that the Government, especially the Regional Work Unit, should always apply a clear job description (Job Description) because the results of the study have proven to be able to improve process performance, namely the description of authority, responsibility, employment conditions, work facilities. work standards, by applying the principles of Responsiveness, Responsibility, Accountability, Adaptability, Survival, Openness/transparency, and Empathy in the organization)(Pattisahusiwa, 2013).

3.4. Work Standards

The performance standards section lists the standards that the company expects employees to achieve for each of the main duties and responsibilities of the job description (Shah, 2019). Performance standards usually include task requirements, functions, and behaviors set by superiors as goals that must be achieved by an employee (Aguinis & Burgi-Tian, 2021). Work standards must have accountability so that position holders carry out their duties and authority. Accountability represents knowledge and responsibility and is related to policies, decisions, and every action taken by the company, and accountability in the boarding school is in the owner of the foundation itself, Riyadus Shalihin Islamic Boarding School Bandar Lampung.

Riyadus Shalihin Islamic Boarding School Bandar Lampung does not have work standards. Based on the explanation above, the implementation performance standards have not been implemented optimally due to the absence of work standards by the SOP of the Boarding School Management. Allah instructs His people to fight with orderly ranks, with people who enter (work in) certain organizations. "in an orderly line" can be explained that when entering a line (organization) one must do something by which regularity is obtained to achieve goals, organizational performance standards in a better direction so that the organization becomes strong.

The research conducted by the author is in line with research conducted by Salmah Pattisahusiwa, which discusses the effect of job descriptions and job specifications on process performance. The results of this study say that the application of poor work standards is not able to improve process performance, namely in SKPD Position Specifications pay less attention to the suitability of training and competence in consideration of job placement to improve Process Performance (Pattisahusiwa, 2013).

3.5. Working Conditions

The working conditions of this job include the physical environment, such as heat or cold, noise, light, accidents, and health risks; working hours and unusual working times; salary and benefits; and opportunities for flexibility in working hours or the workplace (Patel et al., 2022). Working conditions must have accountability so that position holders carry out their duties and authority (Sharman et al., 2019). Accountability represents knowledge and responsibility and is related to the policies, decisions, and every action taken by the company, and accountability in the boarding school is in

the owner of the foundation itself, Riyadus Shalihin Islamic Boarding School Bandar Lampung.

The working conditions at Riyadus Shalihin Islamic Boarding School in Bandar Lampung do not provide a sense of comfort because working without rules means that, in this case, there is no clear work direction or SOP (unless we make it ourselves) from the leadership. And the leadership does not care about the process but is concerned with the results. However, the comfort facilities at Riyadus Shalihin Islamic Boarding School in Bandar Lampung are quite comfortable and good. Based on the explanation above, the implementation of working conditions has not been implemented because it works without the rules of the game.

People who fight are likened to people who work because people who work are the same as jihad in the path of Allah to earn a living (Sayadi et al., 2020). Fighting in orderly rows is the same as working in an institution or company (organization) (Pedelty, 2020). Furthermore, the organization must be neat and like a solid building (Reim et al., 2020). Neat means cohesiveness in one voice without division in it, while like a solid building, it can mean that all components in it strengthen each other, are solid, work together in synergy and have a clear program (Georgakopoulou, 2019). And indeed Allah swt likes those who gather in a gathering that is like a building that is firmly arranged and strengthens each other (Mutaqi, 2021).

The research conducted by the author is in line with research conducted by Salmah Pattisahusiwa which discusses the effect of job descriptions and job specifications on process performance. The results of this study say that the application of job specifications (Job Specification) which is not good is not able to improve Process Performance, namely in SKPD Position Specifications pay less attention to the suitability of training and competence in consideration of job placement to improve Process Performance (Pattisahusiwa, 2013).

3.6. Job Specifications

A job specification is a description of the physical and psychological characteristics of an individual who can meet the demands of the job and perform a position properly and competently (Hassan et al., n.d.). Generally, job specifications contain a clear summary of the job and the definitive qualities required of the person holding the position (Greeno, 2021). Job specifications can provide information such as the worker's level of education, gender, physical condition, knowledge and skills, age limit, and so on (Que et al., 2020). Job specifications must have accountability so that position holders carry out their duties

and authorities, Accountability represents knowledge and responsibility and is related to policies, decisions, and every action taken by the company. and accountability in the boarding school is in the owner of the foundation itself Riyadus Shalihin Islamic Boarding School Bandar Lampung. The job specifications in the boarding school are not by the diploma because the teaching staff teaches based on experience and the majority of teaching staff come from boarding school graduates. Based on the explanation above, the implementation of job specifications has not been implemented because the way the teaching staff is recruited is not by the field but only based on experience.

Allah ordered Muhammad SAW to convey to his people that each person works according to his ability (Abdullah et al., 2019). In this case, Allah SWT, as the ruler of the universe, knows who among humans follows the right and who among them follows the false, all will be given a fair decision, no one does not get a fair decision from Allah SWT (Rahman et al., 2021). A job will be analyzed as a routine activity (Albrechtsen et al., 2019). Correspondingly, the analysis process is always used for the development of job descriptions and functions or the determination of responses to each position (Mariani & Wamba, 2020).

The research conducted by the author is in line with research conducted by Salmah Pattisahusiwa, which discusses the effect of job descriptions and job specifications on process performance. The results of this study say that the application of job specifications (Job Specification) which is not good is not able to improve Process Performance, namely in SKPD Position Specifications pay less attention to the suitability of training and competence in consideration of job placement to improve Process Performance (Pattisahusiwa, 2013).

4. Conclusion

Based on the analysis, The results of this study indicate that: 1) Job identification at Riyadus Shalihin Islamic Boarding School Bandar Lampung consists of the Asatidz Board of ISTAQ Management (Santri Tahfidzul Qur'an Association). The implementation of job identification has been maximally implemented. 2) Job Summary has been formulated and implemented but often overlaps 3) Duties and Responsibilities have been carried out properly and by the job description. 4) Authority has been carried out properly by the authority given by the leadership to the teaching staff and caregivers. 5) Work Standards do not exist. 6) Working conditions do not provide a sense of comfort because working without rules means that in this case there are no clear work standards or SOPs from the leadership 7) Job specifications are not by the diploma background because

teaching staff teach based on experience and the majority of teaching staff come from boarding school graduates. Based on the explanation above, the implementation of job specifications has not been implemented because the way the teaching staff is recruited is not by the field but only based on experience. So that the Implication of Performance Discipline at the Islamic Boarding School for Orphans and Dhuafa Tahfidzul Qur'an "Riyadhus Sholihin" Bandar Lampung is not good and does not run according to each job description.

So that the implication of work discipline at the Pondok Pesantren Yatim Piatu Dan Dhuafa Tahfidzul Qur'an "Riyadhus Sholihin" Bandar Lampung is not good and does not run according to their respective job descriptions. This is also to the existing problems, namely that there is no clear and written Job Description, the implementation of performance management (Job Description) is not running properly, namely the absence of job identification, the placement of job descriptions that are not by the background diploma of educators and education personnel, the absence of job summaries, the absence of work standards, the absence of job specifications, and the incompatibility of educators with the number of students in the Islamic Boarding School "Riyadhus Sholihin" Bandar Lampung.

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