LIGHTHOUSE

Education management control system to get job satisfaction

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ABSTRACT

This article is compiled based on research that aims to find out how to implement a system to control management in an institution that will later produce work satisfaction to existing human resources and be involved in the institution. The results of the study found that in general all members and even a leader must account for the planning that has been set for satisfaction and good results. Before carrying out the learning process, it must go through three stages, namely the first stage of planning, the second stage of implementation, and the third stage of evaluation. These three stages also go hand in hand with the culture in the school, if the culture is good then the three stages of the learning process will run well so that it will produce good accreditation and work satisfaction for teachers and staff. Because the culture that exists in the school environment has a great influence on the values, structure and ethics that occur in the school environment.

Introduction

Management Control Systems are important in formal control and feedback systems intended to monitor organizational results and correct standard deviations from previously established performance (Hosfstede, 1978 in Lekatompessy, 2012). Based on the quote above, the management control system is a very preferable thing and must be carried out in an institution, especially educational institutions, which later in this control process will produce a neat management order, and this control aims if there is inappropriate behaviour or planning, it will be immediately followed up or evaluated.

The implementation of good Internal Control in all organizational structures in educational institutions, can be provided an adequate guarantee of performance and performance goals in effect sizing and streamlining the operations of educational institutions so that in reports an activity can meet legal provisions that can be determined and regulated. If internal control is weak, it will result in many of the activities in educational institutions not being guaranteed security, information about the system run by an existing organization is not thorough and cannot be trusted for its truth, then the operational activities of the institution do not run smoothly and cannot comply with the policies that have been set by the organizational institution.

According to Sule and Saefullah (2005), organizational culture is the values and norms adopted and carried out by an organization related to the environment in which the organization carries out its activities. The existence of a match between personal values and company values will improve performance. Organizational culture is what employees perceive and how these perceptions create patterns of trust, values, and expectations. Employees as part of the company's organization will perceive the values of the organizational culture that exists in the company, whether the company's values correspond to individual values. The existence of a match between personal values and company values will cause performance. According to Block (in Moeljono, 2005), there is increasing evidence revealing that only companies with an effective organizational culture can create increased productivity, and increase the sense of belonging of employees, to increase company profits.

In today's era, it is very necessary to understand the importance of controlling management so that the results obtained are by the planning that has been arranged at the beginning, then when you have found the results obtained, are the results as planned? That appropriateness will affect the work satisfaction of a person who is in the organization.

Then what is a system? A system is a certain way of performing an activity or a series of activities. Several characteristics that exist in the system are: more or less forming a certain rhythm, coordinated, and repeating a certain set of stages to achieve a certain goal.

Furthermore, Education Management is a set of planning, organizing, movement and supervision activities carried out to achieve the goals of the organization by empowering human resources and other resources, especially in organizations that exist in the world of education or commonly called Educational Institutions. Every organization, including schools,s is an organism. Therefore, it can have elements of life such as the existence of spirit in the form of leadership, the existence of the soul in the form of management activities of physical or physical existence in the form of organizational charts expressed in the form of administrative activities and behaviours embodied in organizational culture.

Management Control is very important in running an organization, if there is no control in the organization it may not run well and the expected goals will not be achieved. Control in an organization where the device must be in place to ensure that its strategic goals can be achieved. However, controlling an organization is quite complicated.

The nature of the Management Control System consists of the basic concepts and scope of the nature of the management control system to obtain job satisfaction scores for each individual in an organization.

Literature review

Writer	Title	Country	Study Design
Imam Wahyudi, Mohammad Nizaru A (from Trujoyo Madura Bangkalan University) Evi Malia, Ika Oktaviana D (from Madura Islamic University Pamekasan) 2019	Organizational Culture and Management Control System in Higher Education	Indonesian	Literature Study through a Qualitative Approach
Afif Zamroni (Postgraduate of Pesantren Institute Kb. Abdul Chalim Pacel Mojokerto) 2020	Implementation of Education and Learning Management Information System in Junior High School	Indonesian	Observation, Documentation, Interview and Valid Data.

Methods

The method used in the preparation of this article is to use literature studies whose research is carried out by searching using references to journals that have been published or have not been published. This method uses a series of studies related to the target of its research to be explored through a variety of literature information (scientific journals or scientific articles, books and documentation), because it is not from direct observation or going down the field. In this study, the author obtained a scientifically published site search article that was only obtained domestically which was subsequently reviewed by the author. A study must be examined for its validity so that it can be validly categorized or reveal objective truth. Testing data by utilizing something else outside of that data but has a clear relationship, namely by checking or classifying things that can be used as a comparison of the data. Thus in this study, the validity test of the data was carried out using data source triangulation and theory triangulation. The keywords used in the search are " Management Control System" and "Job Satisfaction".

Results

The definition of a Management Control System according to Mulyadi (2001: 3) is a system used to plan various activities to realize the vision of the organization through the mission that has been chosen to implement and monitor the implementation of the activity plan Anthony and Govindarajan (2005: 20). The Management Control System should provide an orderly way of deciding proposals that cannot be analyzed by quantitative techniques. A system that tries to rank projects that cannot be quantified in order of profitability will not succeed. To function effectively, a formal management control system must have an equal base on the whole organization.

Many definitions are expressed by some experts, all definitions of a management control system refer to a control in carrying out activities or processes that will or have occurred within an institution or organization, especially in educational institutions. After I have seen and read the articles or journals that I have taken, there are several theories that I will cite to find out what systems are used in controlling educational institutions.

Table 1. Summary of study results

Writer	Journal title	Country	Study Design	Subject/ Population	Result
Imam Wahyudi, Mohammad Nizaru A (from Trujoyo Madura Bangkalan University)	Organizational Culture and Management Control System in Higher Education	Indonesian	Literature Study through a Qualitative Approach	Stakeholders in universities	The results showed that the application of organizational culture in universities is used to show the identity of universities, in addition to that the application of organizational culture has an influence on universities

Writer	Journal title	Country	Study Design	Subject/ Population	Result
Evi Malia, Ika Oktaviana D (from Madura Islamic University Pamekasan) 2019					through values that are instilled both verbally and inapplicable rules. Meanwhile, the implementation of the control system in universities is more about reducing the occurrence of risks and risks from external and internal as well as the quality of universities which is described through the results of higher education assessments called accreditation. Good management will have a good impact, but if the management carried out does not follow the rules and standards that have been set, stakeholders as the main investors will be able to assess whether the university is healthy or not.
Afif Zamroni (Postgraduate of Pesantren Institute Kb. Abdul Chalim Pacel Mojokerto) 2020	Implementation of Education and Learning Management Information System in Junior High School	Indonesian	Observation, Documentation, Interview and Valid Data.	Principal, vice principal, teachers and staff of SMP N 1 Dlanggu	From the results of this research, the application of management information systems is very important in educational institutions, especially at SMP Negeri 1 Dlanggu. Where using data processing applications, namely basic educational data (dapodik) and information technology in supporting the learning process to provide educational services by facilitating learning practices using technological infrastructure, such as learning facilities by combining computers. Furthermore, the implementation of the Learning Process at SMP Negeri 1 Dlanggu based on the results of the research, namely, before carrying out the learning process, must go through three stages, namely, first, the planning stage. In this stage, make an effective day analysis and analysis of learning programs, create annual programs, compile syllabi, compile lesson plans, and make learning assessments. Secondly, the implementation stage. In this stage, what needs to be done in aspects of approaches in learning, aspects of strategies and tactics in learning, and aspects of methods and techniques in learning? Learning media used in the learning process are print media (books), images, LCD and computers. Third, is the evaluation stage. In this stage what is evaluated is that is, the learning knowledge that is tested in writing, orally,

Writer	Journal title	Country	Study Design	Subject/ Population	Result
					and a list of exam questions. Evaluation of learning skills evaluated with practical exams, and analysis of tasks that are self-evaluated by educators. And the form of the test given to students must still be with standard requirements.

The two articles above are articles that discuss the efforts of an organization in schools that control the management system. These two articles, if put together, will become a fairly strong control system in the teaching and learning process in the school and college environment.

The first article produces a management control system with the existence of an organizational culture that occurs in a university environment, which explains that organizational culture is used to show the identity of an institution, this application brings influence to the institution through values that have been instilled both verbally and inapplicable rules.

Broadly speaking, the culture in institutions and organizations is then combined with the second article, which describes the control system of educational management in the teaching and learning process, by going through 3 stages, namely:

1. Planning: In this stage, a planner conducts a program analysis of the learning process to be carried out.
2. Implementation: In this stage, you have to control the aspects of the deposition that must be adjusted.
3. Evaluation: In this stage, give an exam or assess the final result of a learner and evaluate skills that are not mastered by the learner.

In these three stages of the learning process uniting cultural elements in the organization, it will form a management control system that is controlled and guaranteed quality. Later it will give a fairly satisfying feeling to the person who took part in managing the institution.

Discussion

Quality of Education

In the context of education, the notion of quality usually refers to the educational process and educational outcomes. The quality "educational process" are involved various inputs, such as; teaching materials, methodology, administration, resource infrastructure, and conduciveness. Meanwhile, from the teacher's side, quality can be seen in how capable the teacher is to facilitate the student learning process.

Education at all levels from elementary, junior high, vocational, to tertiary education can be said to be of high quality if the school: a) can set and realize its vision through the implementation of its mission (deductive aspect); b) able to meet the needs of stakeholders (inductive aspects), in the form of societal needs, industrial needs, and professional needs.

Job Satisfaction of Human Resources in Educational Institutions

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to the standards of work results, targets or goals or criteria that have been determined in advance and have been mutually agreed upon (Rivai, 2012). Rivai further stated that performance does not stand alone but is related to job satisfaction and compensation, influenced by skills, abilities and individual traits. In other words, performance is determined by abilities, desires and environment. Therefore, to have good performance, a person must have a high desire to do and know his work which can be improved if there is a match between work and ability.

Job satisfaction is felt by employees because there are underlying things. A person will feel comfortable and the level of loyalty to their work will be high if at work the person gets job satisfaction by what is desired. Job satisfaction is a reflection of workers' feelings towards their work. According to Masrukhin and Waridin (2012), an individual's job satisfaction depends on individual characteristics and the job situation. Each individual will have a different level of job satisfaction according to the interests and expectations of the individual so that the level of satisfaction felt is higher, and vice versa.

Job satisfaction is individual, each individual will have a different level of satisfaction according to the values that apply to him. This exists because of the differences between each individual, the more aspects of the work that suit the individual's wishes, the higher the level of satisfaction obtained, and will obtain a low level of satisfaction if the opposite happens.

The employee spends most of his time at work and this part of his life should be made in such a way that it is pleasant and satisfying. Job satisfaction is also a person's feelings towards the work he is engaged in. So job satisfaction itself is related between employee expectations and what is gained from work.

Factors Affecting Job Satisfaction

According to Gomes, which was confirmed by Suwanto in the book Principles of Human Resource Management (2001: 187), the factors that affect job satisfaction are salary, work harmony, promotion, relationships and work, opportunities in the future and the work itself. According to Hasibuan who was confirmed by Suwanto in the book Principles of Human Resource Management (2001: 187), factors that affect job satisfaction include repayment, placement, light weight of work, work atmosphere and environment, equipment, leadership attitude and the nature of their work. According to Kreitner and Kinicki (1998), Relevant aspects of job satisfaction consist of satisfaction with work, salary, promotion, co-workers, and supervisors. DeSantis and Durst (1996) job satisfaction can be influenced by factors that can be grouped into four groups, namely:

1. Monetary
2. Job Characteristics
3. Work characteristics
4. Individual characteristics

According to Blau (1998), job satisfaction is relevant to the assessment of achievement, this means:

1. Job satisfaction is satisfaction with every treatment they receive at work, including satisfaction with job evaluation, selection, provision of facilities and benefits (benefits), incentives, or dismissal.
2. Job satisfaction is not a concept of singular dimensions, but rather plural dimensions. A person may feel satisfied with dimension one, but not satisfied with another. So job satisfaction can be interpreted as the emotional/emotional state of employees both pleasant and unpleasant towards the work being carried out which is characterized by wages/rewards, the state of work, promotion opportunities, providers, and co-workers. Although job satisfaction is interesting and important, the most basic thing is the effect of job satisfaction on the organization that will affect employee performance. Mathis & Jackson (2001:99). "The high low job satisfaction of employees to the organization or company will affect the performance of the employees concerned". The satisfaction and happiness of personnel can increase the effectiveness of organisations, organizational ones that alienate their workers through their practices will become less effective and efficient. Employees who feel satisfied will usually work harder and better than employees who feel frustrated (Etzioni, 1964: Gross & Etzioni:1985 in Cheri Ostroff's journal entitled The relationship between satisfaction, attitude, and performance: An Organizational Level Analysis, 2003).

The factors that determine job satisfaction according to Smith, Kendell, and Hulin (1969) cited by Luthans (2002) in Siahaan (2007) are:

1. The work itself

2. Payroll system

3. Opportunity to get promoted

4. Supervision

5. Co-workers

According to Robbins (2008), the specific factors that determine employee job satisfaction are:

1. The nature of the work

2. Supervision

3. Current pay

4. Promotion opportunities

5. Promotion opportunities

6. Relationships with colleagues.

Some of the reasons according to Robbins (2008) why managers care about employee job satisfaction are because:

1. Disgruntled employees leave work more often and are more likely to resign (leave)

2. Satisfied employees have better health, and longer life (aspirations)

3. Satisfaction with work carries over into the lives of employees outside of work (loyalty)

4. For management, satisfied workers will provide higher productivity due to less disruption (abandonment).

Several factors affect job satisfaction. For example, one study found that if a student's field of study matches their job, then the relationship predicts subsequent job satisfaction. However, the main influences can be summarized in the following five dimensions (Luthans, 2011).

The main factors that affect Job Satisfaction include:

The Work Itself

Job satisfaction itself is a major source of satisfaction. For example, research that deals with the approach of job characteristics to work design shows that feedback from the work itself and autonomy are the two main motivational factors related to work. Recent research has found that job characteristics and job complexity link personality and job satisfaction, and if employees' creative job requirements are met, then they are likely to become satisfied.

Salary

Wages and salaries are known to be significant, but cognitively complex and are multidimensional factors in job satisfaction. Money not only helps people acquire basic needs but also tools for satisfying needs at a higher level. Employees see salaries as a reflection of how management perceives their contribution to the company.

Promotion

Promotion opportunities seem to have a different influence on job satisfaction. This is because promotions have several different forms and various awards. For example, individuals promoted based on seniority often experience job satisfaction, but not as many as people promoted based on performance. In addition, a promotion with a 10 per cent salary increase is as unsatisfactory as a 20 per cent salary increase.

Supervision

Supervision is another important source of job satisfaction. However, for now, it can be said that it is the two dimensions of the supervisory style that affect job satisfaction. The first is employee-centred, measured by the degree to which supervisors use personal interest and care for employees.

Working Group

The nature of the work group or team will affect job satisfaction. In general, co-workers or cooperative team members are the simplest sources of job satisfaction for individual employees. Working groups, especially "strong" teams, act as a source of support, comfort, advice, and assistance to individual members. Recent research has identified that groups that require interdependence between members in completing work, will have higher job satisfaction.

Working Conditions

Working conditions have little effect on job satisfaction. If working conditions are good (e.g. clean, attractive environment), individuals will find it easier to get their work done. If working conditions are poor (e.g. hot air, noisy environment), the individual will have a harder time getting the job done. In other words, the effect of the work environment on job satisfaction is the same as the effect of the working group. If things go well, there is no problem with job satisfaction; If things go badly, the problem of work dissatisfaction will arise.

Benefits of Job Satisfaction

According to Indrawijaya (2002: 72) job satisfaction in general concerns a person's attitude regarding his work, because it concerns attitudes, the definition of job satisfaction includes various things such as emotions and tendencies of a person's behaviour. Job satisfaction is invisible and real but can be realized in a work result. Therefore satisfaction is difficult and abstract but needs to be considered. Furthermore, Indrawijaya (2002: 72) stated the reason why companies need to pay attention to employee job satisfaction. Including:

1) The reason for the value of employees is to use part of their waking time in their work. Therefore, both managers and subordinates want the time to be used properly with full of fun, joy, and happiness.

2) The reason for mental health, occupational and organizational reasons are factors that can generate psychological distress. It is also well known that a person who sees work as something worthless or as something important, tends to bring it to the family environment and the surrounding community.

3) Physical health reasons. The results of research produced by Palmore (1969) in the united states proved that they liked their work and tended to live a long life compared to those who faced jobs that they were less happy with. Of course, the determination of the results of the palmar research still needs to be proven again.

Conclusion

The results of this study show that work involvement using a management control system in an educational institution will be guaranteed good quality and the human resources involved in it get work satisfaction proportional to what has been done by achieving the desired goals.

Education at all levels from elementary school, junior high school, high school, to college can be said to be of high quality if the school: a) can set and realize its vision through the implementation of its mission (deductive aspect);. b) able to meet the needs of stakeholders (inductive aspects), in the form of community needs, the needs of the world of work, and professional needs.

The achievement of school goals can only be achieved if it has the right approach and control system. As an institution that has the autonomy to manage its institutions, moreover, because the school is a centre for the implementation of higher education, scientific research, and community service, the autonomy of management it has must be carried out by the basis and objectives, as well as the ability of the school to carry out autonomy by Government Regulations guided by the principles of accountability, transparency, evaluation, non-profit, quality assurance, effectiveness and efficiency as well as creativity and innovation. The autonomy of school management includes the academic field which includes the establishment of norms, operational policies, and the implementation of the tri dharma and non-academic fields which include the determination of norms, operational policies, and implementation in the fields of Organization, Finance, Student Affairs, Power, and Sources of learning facilities.

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