Literature Study of Position Analysis in the Workforce

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Abstract

This study utilizes a literature review method to explore the concept of Job Analysis and its implications on workforce performance. The research identifies that Job Analysis is a critical tool for delineating job tasks, responsibilities, and other necessary requirements within a position. The outcomes of job analysis serve as a basis for various human resource management activities such as recruitment, selection, training, and career development. In conclusion, job analysis significantly contributes to organizational efficiency and employee welfare.

Keywords: Job Analysis, Workforce

Introduction

In the world of work, there is often a mismatch between the quality or qualifications of the new workforce/employees and the department that accepts them, resulting in a high turnover rate of employees. This often triggers disputes between the personnel department and the relevant departments regarding who is responsible for the matter. On the other hand, many employees feel frustrated because of the lack of clarity on the duties and responsibilities given by the company. These problems show the lack of application of one of the studies in the imu of Industry/Organizational Psychology, namely Job Analysis, Work Analysis, Position Analysis. (Heryana, 2021)

Companies really need manpower to carry out activities and ensure their operations run smoothly, because without manpower, the company cannot operate even though it has advanced machinery. Workforce is an important asset that affects the success of a company, and

They work to get compensation in the form of salaries and good work facilities. Therefore, companies need to provide appropriate compensation or more to improve labor performance. Therefore, the right Position Analysis is important so that the placement of human resources is in accordance with their expertise. (Fizdian Arismunandar & Khair, 2020)

According to George T. Milkovich and John W. Boudreau in their book Human Resource Management, the usefulness of job analysis information can be considered through a number of different standards (Geotge T. Milkovich & John W. Boudreau, 1991).

Job title analysis serves as a structured method to identify and assess the requirements needed by the organization/company. Through job title analysis, companies can determine the criteria that must be possessed by the workforce, especially in job placement that results in job details and job descriptions. The job description includes the duties, authority, responsibilities, and functions of the worker. (Marsella et al., 2023)

Labor is a valuable asset for a company in achieving its goals. The main focus of the workforce is to contribute to the success of the company. In order for the company's productivity to run smoothly, the workforce is in accordance with the principle of "the right man in the right place". The first step that is the main key is the recruitment and selection process to get the right workforce according to the needs. The selection process involves a series of steps that are used to decide on the right candidate to be placed in the appropriate position. (Mathis & Jackson, 2001:12).

The workforce must also have mature and appropriate preparation in the field that they want to run, according to Sugihartono (2000:15), work readiness is a condition that shows a balance between physical, mental, and learning experience, so that a person is able to carry out an activity or certain behaviors in the context of work. In other words, job readiness is a condition where a person's

physical, mental, and learning experience maturity are appropriate to do the job that has been chosen. (Muspawi & Lestari, 2020)

The purpose of this study is to examine the importance of Position Analysis in the context of human resource management in organizations. This study aims to understand how Job Analysis can improve efficiency and effectiveness in the placement, development, and management of the workforce, as well as its impact on organizational productivity and sustainability.

Literature Review

The definition of a position according to Wursanto (1991) is a position that includes the duties, responsibilities, authority, and rights of an employee in an organizational structure. According to Hariandja (2007), position analysis is an effort to understand a position or work related to the tasks carried out in the position. Irawan et al. (2003) define position analysis as written information about the tasks that must be performed by employees in a company in order to achieve goals. (Suhada & Syarif Nasrullah, 2022)

Position analysis is a procedure to disclose facts or information related to a job with the aim of systematically producing data or information, through the analysis of position procedures that include preparation, collection, and data processing (Wahdati et al., 2022).

Job analysis plays an important role in workforce management, especially in improving organizational performance related to productivity, service, and quality to achieve the main goals of the organization (Fiernaningsih et al., 2017). According to Tanggaa, job title analysis is a method to describe what must be done in a particular job. Job title analysis is not related to the best way to do the job (job design) or how well the job is done (performance appraisal), or how important a position is in the organization (job evaluation). Position analysis serves as the basis for all other organizational activities (Wiranda, 2020).

According to (Lumanau et al., 2024) there are Stages of Position Analysis that must be carried out Before conducting a position analysis in an organization, there are several Steps or process stages that can be, namely:

1. Know the purpose of the position analysis carried out. Analysts must clearly know what the usefulness of the results of their position analysis information is so that they can focus on what method will be used.

2. Gather information about the background. Analysts must collect, qualify, and review background information.

3. Select the position to be analyzed. Analysts must select several job titles that must be analyzed.

4. Collecting job description information. Analysts conduct real-time job analysis by collecting data on job activities, required employee behavior, working conditions, and requirements for personnel who will carry out the work.

5. Review information with interested parties. Job title analysis provides information about the nature and function of the job.

6. Compile a pre-employment description and job specifications. The person who analyzes compiles the description, specifications, and evaluation of the work.

7. Predicting the development of the organization. Analysts must also take into account and forecast the development of job descriptions, specifications, and evaluations, whether future development or downsizing of positions in the organization is needed.

Position analysis needs to be carried out in order to be able to design the organization and determine the job description, job specification and job evaluation Mondy (2008:67). The explanation of the three aspects of the position analysis is as follows:

a. Job description A job description is written information that describes duties and responsibilities, job conditions, relationships, work, and aspects of work in a certain position in the organization. This job description must be clearly described

so that employees are expected to know and know what tasks they will do, what responsibilities and achievements they must achieve in the future. The job description must be guided by all employees so that their work is easier to do because the job description is structured, clear and easy for employees to understand.

b. Job specification (job specification) Job specification is a list of human demands of a position, namely skill education, personality, and others according to the product of the position analysis. In developing job specifications, it is necessary to consider all elements of knowledge, abilities, skills, and other characteristics.

c. Job evaluation Job evaluation is assessing the severity or lightness, ease or difficulty, large or small risks of the job and providing the name, ranking, and price or salary of a position. If the job is heavy, difficult, has a big risk, and the position ranking is higher, the price or salary will be greater, but on the other hand, if the job is easy and light, small risk, small responsibility and low position ranking, then the salary will be smaller. (Herawati et al., 2024)

Labor is the population who is already working or is looking for

work, as well as those who carry out other activities such as going to school and taking care of the household (Simanjuntak, 1985:2). In practice, the difference between labor and non-labor is based solely on age restrictions. According to the Labor law, the groups included in the workforce are those between the ages of 15 and 64. (Adianto & Ferdryansyah, 2018)

Labor refers to the population that has reached working age who is ready to work, including those who are already working, looking for work, going to school, or taking care of the household. (Rionga & Firdaus, 2007)

According to Sumitro Djojohadikusumo (1987), the labor force includes all individuals who are willing and able to work, including those who are unemployed even though they are ready and able to work, as well as those who are unemployed because there are no job opportunities. (Atikah, 2014)

According to Sumarsono (2003) in production activities which are the core of economists' activities, labor is a very important element. This is because labor plays an active role as an active economic actor, in contrast to other production factors such as capital, raw materials, machinery, and land that are passive. Labor has the ability to actively act, influence, and manage other factors of production involved in the production process. (Arrozi & Sutrisna, 2018)

Indonesia faces dynamics in labor issues. Since 2004, the country has carried out legal reform with the promulgation of Law No. 2 on Industrial Relations Dispute Settlement, complementing Law No. 21 of 2000 on Trade Unions/Trade Unions and Law No. 13 of 2003 on employment. In addition, Indonesia is the first country in Asia and the fifth in the world to ratify all ILO staple conventions, with a total of 18 conventions since becoming a member in 1950. However, labor problems remain, including a high unemployment rate that is not always in line with economic growth. Indonesia's labor market is still affected by the Asian financial crisis, with informal employment and semi-unemployment levels unchanged since 1996. Employment opportunities for young people have also stagnated over the past decade. (Hafni & Rozali, 2015)

Compared to other countries in ASEAN, the increase in labor productivity in Indonesia is relatively lagging behind. The increase in labor productivity in Indonesia is lower than that of countries that have just joined ASEAN such as Laos, Viet Nam, Cambodia, and Myanmar. In the period 1980-2013, Indonesia's productivity increase was only better when compared to the Philippines and Brunei.This low increase in productivity caused the unit labor cost in Indonesia to increase. This happens because wages, especially the minimum wage, increase higher than the increase in labor productivity. In the 2007-2012 period, the minimum wage increased moderately and in line with the increase in the minimum wage in several ASEAN countries and China. (Adam, 2016)

Research Methods

This study uses the literature review method. Literature Research is the activity of reviewing and reading literature materials such as books and documents, studying and assessing similar procedures and research results that have been carried out by others, as well as studying observation reports and survey results on problems related to the topic of the problem to be researched.

Literature review in general is a discussion or reading material related to a topic or research findings (Suardi Wekle, 2019). Literature review is an important tool because it is very useful in providing context in the writing that is carried out, through literature review researchers can express expolisité (Afifuddin, 2014). The literature review in this study uses literature published in 2014-2024 which can be accessed in fulltext in pdf format using google schoolar in the Publish or Perish (PoP) application. The researcher conducted a literature search focused on the first keyword "Position Analysis and Its Implications on the Performance of Educators" and the second keyword "Position Analysis and Its Implications on Employee Performance". Because this literature review wants to know the importance of position analysis on employee performance in an organization. So that from the entire article we found, the researcher identified the journal, and it was also necessary to select data so that 14 articles were obtained in accordance with the

Objectives of the Literature Review of Researchers.

According to Shuttleworth (2009) quoted in Agusta (2007), a literature review is a critical analysis of research conducted on a specific topic or question in the field of science. This means that literature review involves a critical evaluation of ongoing research raising a particular topic or question in academia. Conducting a literature review helps in developing a framework that is in accordance with the theories, findings, and results of previous research to address research problems effectively. (Arif, 2014)

Results and Discussion

The analysis of 10 articles explaining Job Analysis in the Workforce is shown in the following table

RESEARCH TITLE	RESEARCHER AND YEAR	RESEARCH METHODS	RESEARCH RESULTS
PENTINGNYA ANALISIS JABATAN DALAM PENINGKATAN KOMPETENSI ORGANISASI	Anisya wahdati, Farida Octaviani, Shanty Komalasari. 2022	Literature Studies	Job analysis is very important in determining competencies Jabtan Analysis Serves as task determination and Requirements of a worker. Commitment One of the factors which is in competence, when somebody placed in a wrong position Automated work not optimal.
ANALISIS FAKTOR YANG	Atikah. 2014	Literature Studies	With more and more Increasing

MEMPENGARUHI PENYERAPAN TENAGA KERJA PADA INDUSTRI KONVEKSI KOTA MALANG			Population annually, amount workforce too increase. However, increased power this work does not balanced with improvement employment, so that cause unemployment. Wrong one way to this is with create employment yourself through effort small, industrial-like small household.
KAJIAN PRAKTIS ANALISIS JABATAN DAN ANALISIS BEBAN KERJA UP PERPARKIRAN DKI JAKARTA	Suhada, Rifqi Syarif Nasrullah. 2022	Qualitative Descriptive	There's a problem in optimization interrelationship positions in the structure UP Parking organization, that happened because disconnection communication between head of UP Parking

			and functional position in underneath. This matter especially visible during coordination meetings or retrieval that decision hampered because no parties authorized when head of UP Parking not present.
MEMBANGUN DAYA SAING TENAGA KERJA INDONESIA MELALUI PENINGKATAN PRODUKTIVITAS	Latif Adam. 2016	Descriptive Analysis	Compared to with the country other ASEAN, Indonesia is lagging behind development workforce, that is impact on position and power acceleration compete as well energy productivity still working low. For chase this lag, required strong commitment and long time in an effort to organize

			re-development HR, especially in facing the globalization and liberalization getting more intense like MEA.
PENINGKATAN KUALITAS TENAGA KERJA DALAM MENGHADAPI ASEAN ECONOMY COMMUNITY	Jepi Ardianto, Muhammad Ferdryansyah. 2018	Descriptive Analysis and Empirical	AEC free market influence formal workforce and informal in Indonesia, that is still facing problems like low level education, productivity, and quality of work, as well imbalance employment Opportunity and dissemination the workforce uneven. For increase power competition and time front of the nation, necessary done quality improvement workforce through training in various field, training psychology and motivation,

			application
			work discipline, and management. Researcher suggested roles active government and private sector in efforts this sustainable so that the workforce can adjust skill knowledge them with rapid change era.
Analisis Jabatan dan Implikasinya Terhadap Kinerja Tenaga Pendidik	Nanda Silsabila Herawati, Putri Novita Ramadhani, Abdul Aziz, Mu'alimin. 2024	Literature Review	Job analysis is an important element that must be done by everyone company because help in ensure accuracy of information accepted by manager and position holder. With this analysis, the company can

			determine the description tasks, requirements tasks, and benchmarks task performance accurate. Inaccuracy in analysis work can be done negative impact on review performance. Therefore that, managers must develop system for gather information and review as well renew job description use regularly ensure

			actuality.
RIVIEW LITERATUR MANFAAT ANALISIS JABATAN DALAM SEBUAH ORGANISASI	Tanti Triyani Lumanau, Mira Puspita Dewi, Adelina Suryati, Zaharuddin. 2024	study book	Based on the results, job analysis have a lot significant benefits for the organization. Wrong one benefit the main thing is push progress and strengthen organization with ensure HR the right one with criteria position. Analysis position too help increase work efficiency employees and develop their potential in future. Knowledge and data from analysis position to be basis for various

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			management activities others, like recruitment, selection, training, evaluation performance, and giving compensation, as well as input for downsizing and development internal position organization.
Pengaruh Analisis Jabatan, Beban Kerja dan Kompetensi Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Sebagai Variabel Mediasi (Suatu Kajian Literatur Manajemen Sumber Daya Manusia)	Marsella Alpiony M. Bilik, John E.H.J. FoEh, Simon Sia Niha, M.E. Perseveranda. 2023	Literature Review	Job analysis play a role important in energy management work for increase employee performance, which has an impact on quality service, productivity, and goal achievement. This analysis is important

			because it helps identify and evaluate requirements must be fulfilled by employees before they occupy a position, through details and descriptions clear position, so you can optimize their performance.
ANALISIS JABATAN PADA PENGISIAN JABATAN STRUKTURAL DI SEKRETARIAT DAERAH KOTA PARIAMAN	Ahmad Iqbal. 2023	Qualitative Descriptive	Job analysis set in Regional Secretariat Pariaman City in filling structural positions still facing such challenges which is discussed in job analysis theory by Thomas H. Stone in Moekjijat. Supporting and

			inhibiting factors from internal or external external Secretariat City Area Pariaman influence the process This. The effort done for overcome obstacles it involves good improvement in quality and quantity employee with strengthen the analysis position.
ANALISIS JABATAN DALAM MANAJEMEN SUMBER DAYA MANUSIA	Shanty Komalasari, Nida Urrahmah, siti maisarah. 2022	study book	Job analysis is the process for understand activities which is conducted by employees as well that need they have in operate his duties optimal. This involves information about work, job specifications,

			that behavior
			necessary,
			the equipment
			used, criteria
			performance, and
			work environment.
			The results of this analysis
			includes a description
			position, classification
			job title, specifications
			position, and
			design
			work.
			Human Resource Management

Conclusion

Job title analysis produces job descriptions and specifications that are useful for various aspects of HR management, such as recruitment, selection, orientation, training, development, career management, organizational and space management, and legal protection. Cooperation between office holders and the suitability of data and position names in the workforce/HR department and related institutions are urgently needed. In addition, the commitment of all personnel in the organization is important to support the smooth implementation of position analysis. (Kurniawati, 2018)

The existence of an organization involves two types of assets: human beings (labor) as living assets, and facilities and completeness as intangible assets. Workforce is a key asset that directly affects the sustainability of an organization.

Therefore, workforce management is very important and must be done properly and in accordance with applicable rules. (Akbar, 2018)

The recruitment process is very important for organizations to get quality human resources. However, in determining methods and sources. Recruitment, organizations must be careful and consider the suitability with the needs of the organization and the urgency in filling the position. (Nikmah et al., 2018)

It can be concluded that Job Title Analysis plays a crucial role in managing the workforce effectively in various organizations. By providing clear job descriptions and precise job specifications, job analysis facilitates the human resource management process from recruitment to career development. Cooperation between various departments and the suitability of position data with organizational needs is the key to the successful implementation of position analysis. Thus, good workforce management contributes directly to the achievement of the organization's overall goals. This research is really very limited by time and energy. Therefore, further research is needed to improve the results of the research to get a true picture of the Position Analysis in the Workforce. So it is hoped that the next researchers can develop this research to be better.

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