



ENHANCING PRODUCTIVITY THROUGH PSYCHOLOGICAL PERSPECTIVES IN THE ERA OF GLOBAL TRANSFORMATION

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The Role of Job Analysis in the Perspective of Psychological Security

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Abstract: Based on previous research, this study conducted an in-depth analysis of the effect of job descriptions on employee performance. Ten scientific articles obtained through Google Scholar and published between 2020 and 2025 were analyzed from a descriptive literature review. The results of the study show that job descriptions have a significant and positive effect on employee performance in various areas of the organization. Employees can improve their work effectiveness, work motivation, and responsibility, and understand their duties well when their job descriptions and responsibilities are clear. Based on the results of previous studies, this study conducted an in-depth analysis of the effect of job descriptions on employee performance. Ten scientific articles obtained through Google Scholar and published between 2020 and 2025 were analyzed from a descriptive literature review. The results of the study show that job descriptions have a significant and positive effect on employee performance in various areas of the organization. Employees can improve their work effectiveness, work motivation, and responsibility, and understand their duties well when their job descriptions and responsibilities are clear. Based on the results of previous studies, this study conducted an in-depth analysis of the effect of job. The results of the study show that job descriptions have a significant and positive effect on employee performance in various areas of the organization. Employees can improve their work effectiveness, work motivation and responsibility, and understand their duties well when their job description and responsibilities are clear. Job descriptions also have a significant influence on career growth, performance appraisals, and the formation of fair salary structure. However, other factors such as loyalty, organizational culture, and the work.

Keywords: Job Description, Employee Performance, Work Motivation, Company Effectiveness.

Introduction

Developing high-quality human resources is one of the company's goals. The quality needed in Indonesia today is individuals who are able to compete in increasingly fierce global competition. By implementing superior performance, this high quality can be achieved. Orderly management plays a crucial role in determining whether a company's capabilities develop or not. Employees are the workforce that can provide a competitive advantage for a company. A company's success depends heavily on the quality of its employees (Amal & Idris, 2024). Job descriptions are important guidelines that help

employees perform their duties effectively. A job description outlines the responsibilities, authorities, and work relationships of a position within a company, which can help employees perform their duties as well as possible (Switasarra & Astanti, 2021). Many companies still do not have a well-structured performance appraisal system and job descriptions (Ezekiel & Daribi, 2024). Unclear job descriptions can lead to excessive workloads, job conflicts, and declining employee motivation and performance. According to research by Zulfikar & Sri Andayaningsih, (2024), job descriptions that are clearly written and include competencies can improve performance by clarifying tasks and increasing work success.

An effective job description affects the psychological well-being of employees, such as motivation and a sense of responsibility. According to research conducted Sudrajat, (2021) 63% of employee work does not fully match the job descriptions they complete. This mismatch causes a difference between organizational expectations and workplace conditions. The analysis results show that job description analysis and productivity levels have a positive correlation, with employees who have clear job descriptions tending to produce better performance. According to research by Karlina & Heriyanto (2021), it shows that around 60% of employees experience a mismatch between tasks and actual work, especially in operations and customer service. Jobs descriptions impact low job satisfaction and employee motivation because they make employees feel unclear about what is expected of their performance (Wahuangraeni, 2024).

Job description provides employees with clear direction on how to complete their responsibilities. Clear direction can improve the quality, quantity, and discipline of employee work, which also reduces the risk of unclear tasks and work-related conflicts (Amal & Idris, 2024). Job descriptions help in career development, facilitate performance evaluations, and align employee competencies with company needs (Mita et al., 2025). Job descriptions can improve work coordination, reduce workloads, and increase organizational effectiveness. Job descriptions are not merely administrative tasks; they are strategic steps for companies (Karlina & Heriyanto, 2021).

Job descriptions ensure that employee duties, responsibilities, and performance expectations align with the organization's needs and goals. Systematic job descriptions define duties and responsibilities, increase accountability, and optimize employee achievement competency in the workplace. Zulfikar & Sri Andayaningsih, (2024) Clearly written job descriptions can increase the objectivity of employee performance assessments and facilitate organizations in determining performance compensation systems. Job descriptions have a positive impact on improving work efficiency, team coordination, and clarifying responsibilities. Job descriptions not only improve individual performance but also strengthen a more objective work evaluation system (Ruslan & Jumardin, 2025).

Literature Review

A job description is a document that outlines the duties, responsibilities, authority, and working relationships of a position within an organization. Switasarra & Astanti (2021) explain that job descriptions serve as the primary guideline for employees to understand their roles and responsibilities within the organization. A clear job description provides employees with a more structured work direction, reducing confusion, role conflict, and overlapping tasks.

Zulfikar & Andayaningsih (2024) emphasize that clear job descriptions increase accountability and work effectiveness because employees understand the expected

performance standards. Furthermore, structured job descriptions form the basis for compensation systems, performance evaluations, and career planning. In the context of public organizations, job descriptions also serve as a control and monitoring tool for employee performance.

Several studies have shown that unclear job descriptions can reduce motivation and job satisfaction (Wahyunggraeni, 2024). Mismatches between actual tasks and established job descriptions can also lead to excessive workloads and reduced productivity (Sudrajat, 2021; Karlina & Heriyanto, 2021). Therefore, job descriptions must be dynamic and adapted to organizational developments.

Employee performance is the quality and quantity of work achieved by an individual in carrying out their assigned tasks according to their responsibilities. Amal & Idris (2024) state that performance is influenced by task clarity, individual abilities, motivation, the work environment, and organizational support. Good performance not only contributes to organizational goals but also increases operational effectiveness.

Employee performance is one of the main indicators of organizational success, therefore, a system capable of consistently measuring, monitoring, and improving performance is needed. Job descriptions play a crucial role in this process because they serve as a reference for companies in setting targets, success indicators, and performance evaluation standards.

From a work psychology perspective, clear job descriptions contribute to increased psychological security. This sense of security arises when employees know what they are expected to do and how their performance will be assessed. Asamani et al. (2025) found that role clarity contributes to increased motivation and job satisfaction, which in turn impacts organizational effectiveness.

Research Methods

This study uses a descriptive analysis method with a literature review methodology. Siddaway et al., (2019) systematic literature review is a comprehensive search to find all relevant research, with logical presentation and integration of results, and as a transparent, reproducible, and systematic research methodology. Researchers conducted a database search using Google Scholar using the keywords "Job description" and "Employee Performance." Articles written in Indonesian and published between 2020 and 2025 met the inclusion requirements.

Result and Discussion

A review of the influence of *job descriptions* on employee performance was conducted by reading and analyzing 10 journal articles. These articles are summarized in the table below. The table presents the journal articles' titles, authors, sample size, research findings, and year of publication.

No	Author and Year	Research Title	Number of Samples	Research result
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1.	Febrianti & Ramadhan, (2025)	The Influence of Job Description, Loyalty and Rewards on Employee Performance at Siak Grosir Group Pekanbaru Company	The respondents of this study were 70 employees.	Based on the research results, it shows that <i>job descriptions</i> , loyalty, and rewards have a significant impact on employee performance.
2.	Nuraina & Rizki, (2024)	The Influence of Job Descriptions, Work Facilities and Work Ethics on the Performance of Employees of the Medan City Regional Finance and Asset Agency	All staff of the Medan City Regional Finance and Assets Agency, or 60 people, were sampled in this study.	<i>Job descriptions</i> have a significant and positive influence on employee performance. Employee performance is not significantly and positively affected by work facilities.
3.	Due & Qurochman, (2024)	Compensation, Job Description, Disciplinary Work on Performance Employee	A survey of 35 CV workers using quantitative multiple line regression techniques.	The results of the study on employee performance showed that only 31.2% of employees were affected by compensation <i>job descriptions</i> , and work discipline
4.	Silviani Fransiska, Yuni Andri Ekawati, Winda Wardhani (2024)	The Influence of Work Discipline and Job Description Provision on Employee Performance at the Youth and Sports Service of North Sumatra Province	This study employed a quantitative methodology. Using a random sampling approach, the research sample was selected due to its large population size, namely 72 individuals. Seventy-eight individuals completed questionnaire to obtain primary data.	The results of the study show that work discipline (X1) has a significant influence on employee performance. The job description variable (X2) also has a significant influence on employee performance as shown. Simultaneously, the work discipline (X1) and <i>job description</i> (X2) variables have a significant influence on employee performance.

Based on the results of the 10 studies listed in the table above, the research findings show a positive and significant relationship between job descriptions and employee performance across various companies. Job descriptions and responsibilities within a company must be clear for effective employee performance. Clear job descriptions can increase employee productivity at PDAM Tirta Musi Palembang (Karlina & Heriyanto, 2021). Employees tend to work more consistently and effectively when they have clear responsibilities, goals, and tasks in the work.

Job descriptions not only contain work instructions but also serve to evaluate and control performance. According to research by Akbar et al. (2023), employee performance and happiness are significantly influenced by clear knowledge of job descriptions. According to research by Zulfikar & Sri Andayaningsih (2024), Job descriptions are essential for improving the accountability and productivity of government employees. Companies can manage employees expectations, workloads, and responsibilities with clear job descriptions. With clear job descriptions, companies can manage employee workloads and responsibilities more effectively.

Job descriptions don't have a significant impact on performance. Other factors include motivation, loyalty, and work culture. Job analysis and competency assessment based on job descriptions help align employee work, talent, and company performance, and other factors influence the effectiveness of job descriptions. (Kartika, 2023). A clear job description can have a negative impact on performance if the work environment is not conducive or if compensation is unbalanced.

The differences in research findings are influenced by differences in work sectors. The private sector places greater emphasis on productivity and efficiency, while the government sector uses job descriptions as a means of monitoring and evaluation. Research by Fransiska et al. (2024) An organized work system with job levels, thus providing a clear division of tasks and responsibilities to ensure orderly performance. Job descriptions have a more effective and flexible impact in the industrial and service sectors to meet customer service and production requirements. Employees in educational institutions work more effectively and flexibly when job descriptions are clear (Ezekiel & Daribi, 2024) . Asamani et al., (2025) stated that in project-based organizations, job clarity obtained from job descriptions can improve employee performance and motivation.

Employee performance and work culture are strategically shaped by job descriptions that are relevant to critical business dynamics, reflecting changes in organizational structure, human resource competencies, and technology. Digitalization of HR systems increases work accountability and encourages more effective transparency of job descriptions. (Lan & Hu, 2025) According to research by Anwar & Dewanto, (2021) increased employee performance is greatly influenced by job description integration. with job compensation. In today's organizational environment, job descriptions that are dynamic, measurable, and effectively explained are very important in determining employee performance.

Conclusion

Job descriptions have a strong and significant influence on improving employee performance across various organizational areas. Clear *job* descriptions enable employees to understand their jobs and responsibilities more specifically, thereby increasing work effectiveness, productivity, and the quality of their work. *Job descriptions* also play a role in creating transparency and accountability in the workplace, facilitating an objective performance evaluation process, and serving as a basis for developing sustainable human resource strategies. With clear *job descriptions*, companies can reduce role conflict and unbalanced workloads, as well as increase employee efficiency and effectiveness.

The effectiveness of a *job description* depends on its integration with other factors such as motivation, compensation, work culture, and organizational support. A good *job description* will lose its effectiveness if it isn't supported by an adaptive management system and a conducive work environment. Companies should provide *job descriptions* that are not only clear and achievable, but also supported and create a positive work culture.

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