



ENHANCING PRODUCTIVITY THROUGH PSYCHOLOGICAL PERSPECTIVES IN THE ERA OF GLOBAL
TRANSFORMATION

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Job Analysis from a Psychological Safety Perspective

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Abstract: Job analysis is one of the main foundations of human resource management (HRM), which serves to systematically identify, describe, and publish each position within an organization. The job analysis process is not free from potential bias and ethical issues. Bias can arise due to individual subjectivity, gender stereotypes, or non-objective perceptions in the assessment of tasks and competencies, resulting in unfairness in recruitment, performance appraisals, and job promotions. This study uses a descriptive analysis method with a qualitative approach, with data obtained from various scientific journals and relevant previous research. The results of the study indicate that bias in job analysis can arise from human factors such as gender stereotypes, age discrimination, and limitations against people with disabilities, as well as from the use of technology such as artificial intelligence (AI) and e-recruitment. The application of ethical principles, transparency, and data-driven methods such as the Analytic Hierarchy Process (AHP) has been proven to reduce bias and increase fairness and trust in organizations. Thus, integrating ethical values into every stage of job analysis is key to creating an objective, inclusive, and sustainable HRM system.

Keywords: Ethics, Bias, Job Analysis, Fairness, Safety

Introduction

Job analysis is one of the main foundations in human resource management. human resources (HR) which functions to identify, describe and evaluate each position in the organization systematically. Through job analysis, organizations can determine the competency needs, responsibilities, and relationships between positions for support work effectiveness and achievement of the organization's strategic goals (Fathurrohman et al., 2024). However, in practice, the job analysis process is not free from the potential for bias and ethical issues. Bias can arise due to individual subjectivity, gender stereotypes, or perceptions that are not objective in assessing tasks and competencies, giving rise to injustice in recruitment, performance appraisal, and job promotions (Novel et al., 2023). The development of artificial intelligence technology Artificial Intelligence (AI) brings significant changes, including in the job analysis and selection process. The use of AI is

considered capable of increasing efficiency and consistency in decision making through. Data-driven candidate screening and assessment systems.

The application of AI in the recruitment process also presents new challenges, particularly regarding the potential for algorithmic bias and fairness decisions. Although this technology is able to speed up the selection process, the training data AI used often contains historical biases, such as preferences for certain genders, backgrounds, educational background, or age of the applicant. This condition can result in a form of discrimination new things that system users are not aware of. Therefore, a balance is needed between technological efficiency and ethical considerations so that the job analysis process continues to uphold values justice, transparency, and accountability (Dipoatmodjo, 2025). Ethics in the HR function has an important role in ensuring that the job analysis process is conducted fairly, transparent, and free from discrimination. Ethics serve as a moral guideline for HR practitioners so that every individual is treated equally regardless of background, gender, age, religion, or certain physical conditions (Hussainy et al., 2025).

The application of strong ethics in Job analysis activities can minimize decision bias and ensure that the results truly reflects the organization's capabilities and needs objectively. On the other hand, ignoring ethical aspects in job analysis can lead to discrimination hidden, low employee trust in the organization, and mismatch between individuals and the positions they hold (Prabowo et al., 2024). Job analysis that carried out carefully resulting in clear job descriptions, boundaries of responsibility, and measurable performance indicators, are an important basis for creating psychological safety. in the workplace. When roles and expectations are clearly defined, the stress of ambiguity reduced and employees feel safer to speak up, report errors, or propose improvements without fear of punishment.

This is the condition that has been identified so far as the core of psychological safety and is strongly linked to team learning and performance organization. Recent review and empirical studies show a direct relationship between work design such as autonomy, task clarity, social support and level of psychological safety emphasizes that job analysis should not stop at the technical aspects, but must incorporate job design elements that support a sense of psychological safety so that teams can interact openly and productively (Edmondson & Bransby, 2023). Additionally, bias in job analysis can also be influenced by lack of understanding of the principles of business ethics and social responsibility in HR. According to Human Resource Management Textbook by Novel et al., (2023) ethics and workforce diversity is an important element in creating a healthy and productive work environment.

There-fore efforts are needed to integrate professional ethical values into each stage of job analysis so that the results are not only administratively effective, but also fair and based on humanitarian principles. Thus, the discussion on ethics and Bias in job analysis is crucial to understanding how HR decisions can be taken ethically, objectively, and supports the sustainability of the organization.

Research Methods

This research uses a descriptive analysis method with a qualitative approach. This method was chosen to describe the phenomenon systematically and objectively. Ethics and bias in the job analysis process in organizations. The data used comes from scientific journals, and previous research results that are relevant to the topic. Furthermore, the data analyzed in depth to identify patterns, concepts, and relationships between application of

ethics, potential bias, and its impact on job analysis and decisions human Resource Management.

Result and Discussion

Below are several studies that were investigated using the methodliterature review. As follows:

1. The impact of artificial intelligence replacing humans in making human resource management decisions on fairness: A case of resume screening

In research conducted by Fei Cai, Jiashu Zhang dan Lei Zhang (2024), This research aims to examine how artificial intelligence (AI) influence perceptions of fairness in the job selection process, especially at the recruitment stage. resume screening. The method used was an online experiment with a design randomized controlled experiment on two groups of respondents, namely Job applicants selected by humans and by an AI system. Research results showed that participants considered the selection process by AI to be less fair compared to humans, especially in the dimension of procedural justice.

This finding explains that although AI is capable of increasing efficiency recruitment, the use of technology without transparency can create new perceptions. This study emphasizes the importance of ethics and transparency in the application of AI so that maintain a sense of fairness and applicant trust in the organization.

2. Fairness in E-Recruitment: Examining Procedural Justice Perceptions and Job Seekers' Intentions

Research conducted by Piccolo et al., (2024) aims to understand how perceptions of fairness influence job applicants' intentions in the context of e-recruitment. This study used a survey design involving student postgraduate as a participant and analyzed the data using the mediation method series. The results of the study show that the perception of the opportunity to shows that the ability (opportunity to perform) has a significant influence on organizational attractiveness and job application intentions. Moreover, these effects persisted into a few weeks after first exposure to the company's recruitment site. This research confirms that digital recruitment practices must take into account ethical and fair aspects in order to attract qualified applicants and improve the image of the organization.

3. Recruitment and Selection Process Using Artificial Intelligence: How Do Candidates React?

In research conducted by Nuno Ligeiro, Ivo Dias, dan Ana Moreira (2024), This study aims to analyze how prospective employees react on the use of AI in the recruitment and job selection process. Research methods The method used was a quantitative survey of 299 respondents from various countries with structural equation modeling analysis techniques. The results of the study show that perceptions of fairness and organizational attractiveness have a positive influence on the intention to apply, while trust in AI is a mediating factor important. This study concludes that the application of AI technology in recruitment must be accompanied by ethical principles such as transparency and non- discrimination so that does not introduce algorithmic bias.

4. Age Discrimination in the Recruitment Process and the Role of the Government

In research conducted by Azzahra (2024), this research aims to identify age discrimination practices in the workforce recruitment process in Indonesia. This study

uses a descriptive qualitative method with analysis. documents regarding job advertisements and employment regulations. Results research shows that most companies still apply limits strict age restrictions that lead to the exclusion of experienced workers. In addition. This study highlights the weak government oversight of non-governmental policies. discriminatory. Overall, this study illustrates that age bias remains an ethical issue in job analysis and recruitment processes, as well as affirmative policies are needed to ensure equal employment opportunities.

5. Analysis of potential discrimination against people with disabilities in the job market: Case study of the public and private sectors of Magelang City

In research conducted by Kusmawati et al., (2024) focuses on the potential discrimination against people with disabilities in the Indonesian labor market, especially in public and private sectors. This research uses a qualitative case study method with interview techniques and data analysis using the Miles & Huberman model. The research results show that applicants with disabilities often experience administrative and technical obstacles due to non-inclusive job analysis. For example, many of the positions list physical requirements that are irrelevant to job capabilities. In fact, this study concluded that organizations need to revise their processes. job analysis to be more ethical and take into account the diversity of individuals' abilities as part of the principle of work justice.

6. Employee Performance Evaluation at Bank Mandiri KCP Pandanaran Using AHP Method

In the research conducted by Bisono & Rohman (2024), this research aims to evaluate the performance of Bank Mandiri KCP Pandanaran employees with applying the Analytic Hierarchy Process (AHP) method. This research is descriptive in nature. descriptive quantitative and using AHP to give objective weight to each performance assessment criteria. The results of the study show that the use of AHP able to reduce subjectivity and increase fairness in performance appraisal. Overall, this study illustrates that data-based evaluation methods can be a solution in minimizing personal bias and strengthening the implementation professional ethics in job analysis and performance management.

7. Implementation of the Policy for Recruiting Blind Workers at DKI Jakarta's Regionally-Owned Enterprises

Research conducted by Hidayatullah & Noer (2021), aims to evaluate the implementation of the disability workforce recruitment policy at the Agency Regionally-Owned Enterprises (BUMD) of DKI Jakarta. This research uses the method qualitative descriptive with in-depth interviews with HR and employee disabilities. The results of the study show that although government policies have regulated the acceptance quota, the implementation has not been optimal due to the lack of understanding and structural adaptation in the field. In conclusion, this research highlighting the importance of implementing ethics and social justice in recruitment policies, so that job analysis truly reflects the value of inclusivity.

8. The Effectiveness Of E-Recruitment and Social Media in Increasing The Interest of Generation Z Job Applicants

Research conducted by Hardiansyah et al., (2023) this research aims to assess the effectiveness of e-recruitment and social media in attracting the interest of the younger generation Z applied for a job. This study used a quantitative method with regression analysis. Based on survey data from 200 respondents. The results of the

study show that the use of social media and online recruitment systems has a positive impact on interest in applying, but still found an unfair perception due to a lack of feedback transparent feedback. This study concludes that the application of technology in recruitment must be balanced with the principles of ethical communication and procedural justice so as not to cause digital bias.

9. The Effect of Gender Equality on Work Performance, Career Development with Organizational Culture as an Intervening Variable (Case Study: Civil Servants in Medan City)

Research conducted by Sjukun & Siagian (2024), aims to test the influence of equality gender on the performance and career development of civil servants in Medan City. This research uses a quantitative method with Structural Equation Modeling Partial Least Square (SEM-PLS) on 385 respondents. The results of the study shows that gender equality has a significant influence on performance through organizational culture and perceptions of justice. These findings show that Gender bias remains an obstacle in job assessment and career promotion. This study emphasizes the importance of implementing ethical values and gender justice in HR system, including in the job analysis and performance evaluation process.

10. Job Analysis and Career Development on Employee Performance at the Tulungagung Regency Environmental Service During the Covid-19 Pandemic

Research conducted by Yuniharto (2022), this research aims to analyzing the influence of job analysis and career development on performance employees at the Tulungagung Environmental Service. This study used the method quantitative with multiple regression analysis. The results of the study show that clear and measurable job analysis has a significant impact on improving employee performance. In addition, career development is based on the results of the analysis Position can increase work motivation and employee satisfaction. Overall, this study confirms that objective and ethical job analysis is an important foundation in realizing fair and equitable organizational performance transparent.

Conclusion

Based on various research reviews, there is strong evidence that the application of ethics and bias control in job analysis plays an important role in creating a system fair, transparent, and integrated human resource management. Various studies shows that bias, whether arising from human factors such as age, gender, and disabilities, or due to the use of technology such as AI and e-recruitment, can influence objectivity in the selection process, performance appraisal, and job promotion. Ignoring ethical aspects in job analysis has been proven to cause injustice, reduce employee trust in the organization, and have a negative impact on work effectiveness. On the other hand, the application of ethical and fair principles in every stage of the analysis positions have been proven to increase the perception of fairness, strengthen organizational culture, and inclusive, and supports more objective HR decision-making. Various research also confirms that the use of data-based methods such as Analytic Hierarchy Process (AHP), as well as a transparent and participatory recruitment approach, can help reduce subjectivity and minimize the potential for personal bias. Ethical integration In practice, HR not only functions as a moral guideline, but also as a organizational strategies to build trust, improve performance, and maintain professional reputation. Thus, it can be concluded that ethics and bias control are fundamental elements in an effective job analysis process. Both are not only ensuring compatibility between the individual and the job,

but also ensuring fairness, inclusivity, and the sustainability of future work systems. The application of job analysis based on ethics allows organizations to assess employee competency more accurately. objective, minimize discrimination, and create a healthy and fair work environment fair to all parties.

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