



ENHANCING PRODUCTIVITY THROUGH PSYCHOLOGICAL PERSPECTIVES IN THE ERA OF GLOBAL TRANSFORMATION

Faculty of Psychology, Bhayangkara University, Greater Jakarta  
Jakarta, 16 December 2025

## The Effect of the Application of Position Analysis on the Effectiveness of Employee Work: A Review of the Systematic Literature

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**Abstract:** This study aims to analyze the influence of job analysis implementation on employee work effectiveness through a Systematic Literature Review (SLR) method. The analysis was conducted on ten relevant scientific articles published between 2020 and 2025 obtained from Google Scholar, GARUDA, and Publish or Perish. The findings indicate that systematic job analysis implementation has a positive and significant effect on improving employee work effectiveness. Job analysis enables organizations to align individual competencies with job demands, clarify tasks and responsibilities, and serve as a foundation for human resource planning, training, and career development. Therefore, job analysis plays an essential role in enhancing productivity, efficiency, and overall organizational performance.

**Keywords:** Job Analysis, Work Effectiveness, Employee Competence, Human Resource Management, Organizational Performance.

### Introduction

The competitive and dynamic modern business era demands that companies be able to maximize employee performance as well as ensure that each position is occupied by individuals with appropriate competencies. Human resource management (HR) has a crucial role in determining the success of the organization. One of the important steps in HR management is to comprehensively understand the position analysis process through the preparation of a job profile for each employee. By deeply understanding the descriptions and characteristics of each position, companies can put the right people in the right positions (Anwar et al., 2023).

Position analysis itself is a systematic process to collect, assess, and manage work-related information, which then becomes the basis for the preparation of job descriptions, job specifications, and various important data for the purposes of recruitment, training, job assessment, and performance management in the organization. A manager in charge of job

analysis needs to periodically obtain the latest information about each position in order to be able to understand in depth the characteristics and dynamics of the job. Through position analysis, organizations can minimize the potential for role conflicts among employees. Thus, the main focus of job analysis is to understand what are the duties, responsibilities, and expected achievements of each employee (Augustine et al., 2019) (Komalasari et al., 2022).

Position analysis is an important element in an effective human resource management strategy in an organization. Through this process, organizations can gain a comprehensive understanding of the various duties and responsibilities inherent in each position. By clearly defining task descriptions, organizations can establish objective performance standards, help employees understand their roles, and ensure alignment between individual goals and overall organizational goals. This approach also encourages the creation of work efficiency, as it can reduce overlapping responsibilities and clarify expectations for each position (Khoiroh et al., 2024).

Position analysis also plays an important role in decision-making related to career development and human resource planning. Through an understanding of the skills and competencies required for each position, managers can design training and development programs that are more targeted to the target. These efforts not only enhance individual capabilities, but also provide opportunities for employees to grow in their roles. Thus, job analysis contributes to internal talent retention, recruitment cost efficiency, and increased organizational productivity in the long term (Khoiroh et al., 2024).

Thus, it can be concluded that position analysis has a very important role in ensuring that each employee can work according to their abilities, responsibilities, and job demands. The application of a planned and systematic position analysis helps organizations place employees appropriately based on their competencies, so that work effectiveness and productivity can increase. In the face of the ever-evolving dynamics of the world of work, a deep understanding of the implementation of position analysis is increasingly important to pay attention to. Therefore, this study focuses on a literature review that discusses the influence of the application of position analysis on employee work effectiveness, with the aim of providing a comprehensive understanding of how position analysis contributes to improving performance and overall organizational success.

## **Literature Review**

Literature shows that job analysis is a fundamental process in human resource management that aims to systematically identify, describe, and evaluate job demands. Several studies in the systematic review confirm that the implementation of job analysis plays a crucial role in improving employee work effectiveness, particularly through the alignment of individual competencies with position requirements. A properly conducted job analysis can help organizations formulate clear job descriptions, performance standards, and job specifications, enabling employees to have a more structured work direction and perform optimally. Furthermore, the literature also underscores that job analysis serves as the foundation for various other HR functions such as recruitment, training, performance appraisal, and career development which indirectly strengthen overall employee work effectiveness. The findings of the systematic review consistently demonstrate that organizations that implement job analysis using comprehensive methods, such as the Job Analysis Questionnaire (JAQ), Functional Job Analysis, or Competency-Based Job Analysis, tend to have more efficient work processes, lower error rates, and increased motivation and role clarity among employees. Thus, the literature collectively confirms that job analysis

is not merely an administrative necessity, but a strategic instrument that significantly impacts overall work effectiveness and organizational performance.

## Research Methods

This scientific article was prepared using the Systematic Literature Review (SLR) method, which is an approach carried out by identifying, studying, evaluating, and interpreting research results that are relevant to the topic of study. In the process, the researcher searched and selected various scientific journals from several sources, namely Google Scholar, Garba Digital Reference (GARUDA), and Publish or Perish. The keywords used in the search include the effect of the application of position analysis on the effectiveness of employees' work with a publication range between 2020 and 2025. From the results of the search, 10 articles were obtained that were related to the research topic, then the articles were grouped based on relevance to facilitate the analysis and in-depth discussion process (Rizqi et al., 2023).

## Result and Discussion

### Job Analysis

Position analysis is a process that is carried out systematically to describe and understand a job position by answering basic questions, such as what are the duties and responsibilities attached to the position, how to carry them out effectively, and why these roles are important for achieving organizational goals (Muafi, 2018). In this context, position analysis does not only focus on the exposure of work activities, but also serves to examine the strategic value of each position in supporting the effectiveness of employee work and organizational operational success (Zain & Merdiaty, 2025).

The application of position analysis appropriately, helps an organization clearly understand the details of tasks in each section and know the necessary qualifications so that employees are able to carry out their responsibilities well. This process assists organizations in formulating and executing more effective human resource management strategies. Accuracy in the application of position analysis also contributes to the creation of competent and professional employees, which ultimately supports smooth operations and increases the effectiveness of performance in employees (Suprpto, 2015).

### The Effect of Position Analysis on Work Effectiveness

Job analysis has a significant role in increasing work effectiveness by adjusting individual abilities to the demands of the existing job. According to Arini Zahwatul Khoiroh (2020), the results of a careful position analysis can be the basis for organizations to place employees in positions that are in accordance with their competencies and skills. The right placement has a positive impact on increasing work effectiveness, because each employee can carry out their duties according to their respective capacities and expertise (Khoiroh et al., 2024).

**Table 1. Article Review**

No	Research ers	Research Title	Research Objectives	Methods/ Approache s	Research Results	Research Relevance
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1.	Khoiroh et al. (2024)	Position Analysis as Optimization of Human Resource Placement	Explain the concept, stages, and benefits of position analysis in the context of educational institutions, as well as how its application can optimize the placement of educators to suit the competencies and needs of the organization.	The research uses a library research approach with a content analysis method.	Job analysis helps to create an individual's position and ability suitability, clarify responsibilities, and improve organizational performance.	Shows that position analysis has an impact on work effectiveness through the placement of appropriate employees.
2.	Heroes and Ancient (2020)	The Effect of the Implementation of Proper Position Analysis (ANJAB) on Improving Employee Performance at the Pematang City Tourism Office Siantar	Knowing the influence of the implementation of position analysis on improving the performance of employees of the Pematang City Tourism Office Siantar.	Descriptive quantitative with questionnaire and statistical analysis (SPSS).	The results of the study showed a positive and significant influence between the analysis of position and employee performance with a value of $R^2 = 0.655$ . Proper job analysis increases the clarity of employee duties, responsibilities, and work effectiveness.	It is clear that the application of position analysis has a direct impact on the effectiveness and performance of government agency employees.

3.	Nuryanti et al. (2025)	The Influence of Position Analysis and Career Development on Employee Performance Through Employee Work Motivation	Analyzing the influence of position analysis and career development on employee performance through work motivation as an intervening variable at the Jepara Regency Education, Youth, and Sports Office.	Quantitative, Structural Equation Modelling (SEM) with AMOS 24, sample of 168 employees, purposive sampling technique	Job analysis and career development have a positive and significant effect on employee motivation and performance. Work motivation also has a significant effect on performance. The direct influence of job analysis and career development on performance is greater than the indirect influence through motivation.	It shows that proper job analysis increases employee effectiveness and performance, and confirms the findings that understanding of work roles improves organizational work outcomes.
4.	Anwar et al. (2023)	Job Analysis to Understand the Roles and Responsibilities of Employees at PT Baruga Asrinusa Development	Conducting position analysis through the preparation of job profiles to understand the roles and responsibilities of employees, and conducting workload analysis to determine	Descriptive qualitative, interview method with position holders and direct superiors, accompanied by FTE (Full Time Equivalent) calculation using Excel.	The results showed the preparation of 90 draft job profiles from various positions (staff to General Manager). Workload analysis identifies optimal workforce needs and assists in	Affirmed that position analysis plays an important role in effectiveness and performance optimization, supporting the same understanding in the

			the actual workload in the company.		employee recruitment, training, and development strategies.	main research related to the contribution of position analysis to employee work effectiveness.
5.	Zain and Merdiaty (2025)	Position Analysis in Identifying Employee Work Competency in the Organization	Knowing the role of position analysis in identifying work competencies needed by organizations to increase employee effectiveness and productivity.	Qualitative, Library Research with content analysis techniques on literature related to job and job competency analysis.	Position analysis plays an important role in determining the work competencies (knowledge, skills, and attitudes) needed by each position. The results show that job analysis helps HR planning, recruitment, development, and performance evaluation more effectively.	Pointing out that position analysis is the main basis for improving employee competence and work effectiveness, supports the argument that proper position mapping can improve organizational performance.

## Conclusion

Based on the results of the review of various studies studied, it can be concluded that the application of position analysis has an important role in increasing the effectiveness of employee work. Position analysis is not just an administrative process, but a strategic approach to understand deeply how each position within the organization contributes to the achievement of goals. Through this process, organizations can ensure that each employee is placed in a position that matches their abilities, skills, and responsibilities. This proper

placement has a direct effect on improving individual performance and overall work efficiency.

In addition, position analysis helps clarify the boundaries of roles and responsibilities so that it can reduce work overlap and role conflicts between employees. This clarity makes employees better understand their duties, increases their sense of responsibility, and fosters motivation to work better. The results of position analysis can also be the basis for preparing training, career development, and performance assessments that are more targeted and objective.

In general, the results of this study show that the application of position analysis carried out systematically and continuously is able to support the increase in productivity, professionalism, and work effectiveness of employees. Therefore, every organization needs to update the results of position analysis regularly to stay relevant to the development of job needs and the dynamics of the modern world of work. Thus, job analysis can serve not only as an administrative tool, but also as an important foundation in adaptive and performance-oriented human resource management.

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