



ENHANCING PRODUCTIVITY THROUGH PSYCHOLOGICAL PERSPECTIVES IN THE ERA OF GLOBAL
TRANSFORMATION

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The Role of Job Analysis on Employee Performance in the Perspective of Psychological Safety

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Abstract: Job analysis is a systematic process to identify and describe the tasks, responsibilities, and competencies required in a job to ensure the suitability between individuals and the roles they perform. This study aims to systematically review the role of job analysis in improving employee performance through a Systematic Literature Review (SLR) approach. Data were collected from 10 national and international research articles published between 2020 and 2025 using the Google Scholar database with the keywords "job analysis" and "employee performance." Inclusion criteria included empirical research using correlation or regression methods and a focus on the variables of job analysis and employee performance. The results of the review show that job analysis has a positive and significant effect on employee performance, both directly and through mediating variables such as competence, motivation, and job satisfaction. Role clarity, job descriptions, and individual job fit have been shown to increase productivity, effectiveness, and work efficiency. In addition, job analysis plays a strategic role in supporting human resource management functions such as recruitment, training, and performance appraisal. Thus, job analysis is not only an administrative tool but also a psychological instrument that contributes to improving employee welfare and commitment to the organization.

Keywords: Job Analysis, Employee Performance, Literature Review.

Introduction

The rapidly developing and ever-changing era of globalization requires organizations and companies to adapt in order to avoid failure amid increasingly fierce competition. Human resources are very important in every industry because they are a driving factor in a company. An organization's ability to achieve its goals also depends on its human resources, which require coordination and interaction aimed at connecting individual and team tasks (Wahdati et al., 2022). Assigning an employee to a job or task that does not match their skills and interests can result in suboptimal performance (Zulfikar & Dinata, 2020).

According to Mangkunegara in Putri & Ridlwan Muttaqin (2023), employee performance is defined as the quality and quantity of work completed by an employee when carrying out their activities in accordance with the authority given to them. In addition to technical skills, performance also considers psychological elements such as motivation, job satisfaction, and dedication to the company. Employee performance in industrial and organizational psychology is viewed as an expression of work behavior aimed at achieving organizational goals (Robbins & Judge in Diamond 2025).

Performance is influenced by various important factors, such as effectiveness, efficiency, quantity and quality of work results, timeliness, and cooperation with colleagues (Munir et al., 2023). According to Widayastuti et al. (2024), employee performance includes observable and measurable behaviors that are directly related to tasks (task performance) as well as contextual behaviors that support the work environment, such as initiative, discipline, and compliance with rules. This shows that performance is determined by work processes and underlying attitudes, in addition to the results achieved.

Performance is influenced by internal and external factors, including corporate culture, leadership style, compensation structure, and clarity of job analysis. Research Fitria et al., (2024) found that employees perform better when job roles are clearly defined as a result of comprehensive job analysis, as this makes it easier for employees to understand their obligations and the company's expectations. With this clarity, employees can use their time and effort more effectively to achieve desired job goals. In this context, job analysis is very important because it serves as the basis for job descriptions and requirements, which are used as references in recruitment, training, performance appraisal, and career development (Komalasari et al., 2022).

According to Khoiroh et al. (2024) job analysis not only includes job descriptions but also covers competency criteria, performance indicators, working conditions, and inter-job relationships that form the organization's work system. According to Shafariah (2022) job analysis improves employees' understanding of their tasks, enabling them to better fulfill organizational goals. The mismatch between job expectations and employee abilities, motivation, and resources is a fundamental problem that often hinders success (Ningsih et al., 2025).

According to Rusdiana (2024) from an organizational psychology perspective, clarity of tasks and competencies increases intrinsic motivation, strengthens a sense of control, and reduces role ambiguity, all of which improve individual performance at work. In addition, companies can create more focused training and assessment systems when they have specific knowledge about the skills required (Rashida, 2021). According to Nitte et al. (2025) as a result, workers feel more valued and have a clear career path, which increases commitment and job satisfaction. Several studies also show that job satisfaction acts as a mediator between role clarity and improved individual performance.

Research by Fatimah & Aprianti (2023) found that the use of job analysis at the Bima City Trade and Industry Office improved worker performance by increasing employee awareness of the main responsibilities of their position. Further research in the field of education shows that job analysis reduces role conflicts among employees and clarifies how work is divided (Prasetyo & Suhana, 2025). Based on the description of the phenomenon that has been presented and reinforced by empirical data in the study, the researchers are interested in examining the role of job analysis on employee performance.

Literature Review

Job analysis has long been recognized as a fundamental component of human resource management, serving as a systematic process to identify the tasks, responsibilities, and competencies required for effective job performance. Recent studies published between 2020 and 2025 consistently emphasize that job analysis is essential for ensuring alignment between employee abilities and organizational role expectations. The literature shows that clear job descriptions, role clarity, and well-defined competency requirements contribute directly to improved employee performance. Empirical research utilizing correlation and regression methods demonstrates that job analysis significantly influences performance outcomes both directly and indirectly through mediating factors such as competence, motivation, and job satisfaction. These mediators strengthen the relationship by enhancing employees' understanding of their roles, boosting their confidence in task execution, and increasing their intrinsic motivation to achieve organizational goals.

Moreover, the reviewed literature highlights that job analysis functions not merely as an administrative HR tool but as a strategic and psychological instrument that shapes key HR practices. Accurate job analysis supports more effective recruitment by enabling organizations to identify candidates whose skills match job requirements, while also guiding the design of training programs tailored to actual performance needs. In performance appraisal, job analysis provides objective criteria that reduce bias and improve fairness. Several studies also note that when employees perceive job expectations as clear and reasonable, their sense of well-being, commitment, and job satisfaction increases, ultimately improving overall productivity. Thus, the existing literature reinforces the view that job analysis is integral to building a competent, motivated, and high-performing workforce, and remains a critical foundation for modern evidence-based human resource management.

Research Methods

The research method used was a systematic literature review (SLR). According to Siddaway et al. (2019), a systematic literature review is a review conducted methodically and comprehensively to find, select, and evaluate relevant research and to collect and examine the data that has been collected. Articles were searched using Google Scholar with the keywords "job analysis" and "employee performance." The researchers included the following inclusion criteria:

- 1) Research articles: Only research articles were included to ensure that the information came from empirical studies and not theoretical assumptions or opinions. Useful for accounting for the quality of data and methodology used, research articles usually go through a peer-review process. As a result, the findings of this review are based on empirical evidence and are relevant to explaining the research problem (Grant & Booth, 2009).
- 2) The years 2020-2025 were chosen to maintain the contextuality and relevance of the data analyzed. As a result, this time frame helps in drawing conclusions that are relevant to the current situation.
- 3) Correlation and regression research methods were selected to ensure that the research could systematically analyze the relationship between variables objectively and quantitatively.
- 4) National and international journals were used to add diverse perspectives, cultural backgrounds, and social contexts to the analysis.

Result and Discussion

Results

The database used, Google Scholar, produced 10 articles from the selection results, which will then be reviewed.

Table 1. Research Data Results

No.	Author and Year	Research Title	Number of Samples	Research Results
1.	Mohamad Fathahudin Rasyid, Robiyati Podungge, and Andi Juanna (2025)	The Effect of Education Level and Job Analysis on Employee Performance at the Gorontalo Provincial Transportation Agency	The research sample consisted of 61 respondents.	The results showed that education level and job analysis had a positive and significant impact on employee performance. At the same time, education level and job analysis have a significant impact on employee performance with a coefficient value of 56.7%, while other factors outside the study influence the remaining 43.3%.
2.	Irhamnida, M. Zahari, Sudirman (2025)	The Influence of Work Environment and Job Promotion on Employee Performance Through Organizational Commitment Raden Mattaher Regional General Hospital, Jambi Province	The object of research in this study is the analysis of job and promotion based on competency on employee performance at Raden Mattaher Regional General Hospital, Jambi Province, with a sample of 90 respondents from a total population of 881 employees.	The results of the analysis show that job analysis has a significant impact on competency, promotion at has a significant impact on competency, employee performance is positively and significantly influenced by job analysis, and is significantly influenced by job analysis through competency and promotion through competency.
3.	Lindu Verawati Butar - Butar, Tuahman Sipayung and Tioner Purba (2025)	The Influence of Job Analysis, Workload Analysis, Motivation Employee Performance The And On at Investment and One-Stop Integrated Services Office of Simalungun Regency	The subjects in this study involved 52 respondents who were employees at the Investment and One Stop Integrated Service Agency.	The study findings show that these three independent factors significantly and positively influence employee performance simultaneously. Employee performance is positively and significantly influenced by partial job analysis. Similarly, workload analysis significantly and positively affects employee performance. Based on these findings, it can be concluded that building work motivation, organizing workloads effectively, and improving the quality of job analysis are useful strategies for improving employee performance in the

				Simalungun Regency government environment.
4.	Nurman Efendi and Syeh Assery (2024)	The Effect of Job Analysis, Benefit Provision, and Career Planning on Employee Performance	This study was conducted using a purposive sample of 40 employees who held the position of Account Representative (AR) from a total population of 94 employees.	The results showed that each of the three variables job analysis, benefit provision, and career planning had a positive and significant impact on the performance of KPP Pratama Bantul employees. The coefficient of determination for this study was 0.769, indicating that job analysis, benefit provision, and career planning had a 76.90% influence on the performance variable.
5.	Alfansyah, Dian Herdiana. and Sudirah (2023)	The Effect of Job Analysis on Employee Performance at the Paser Regency Regional Secretariat	The sample in this population consisted of 64 employees of the Paser Regency Regional Secretariat using the Slovin formula with a 10% error rate.	The multiple linear regression equation test produced a constant of 0.183, indicating that employee performance would remain at a value of 0.183 if the job description (X1) and job specification (X2) variables remained constant or unchanged. The correlation value r is 0.954, indicating a very good relationship between employee performance and job specifications (X2) and job descriptions (X1). This shows that job specifications and job descriptions have a significant effect on performance at the Paser Secretariat.
6.	Leli Afrina and Heliyani, (2023)	The Effect of Job Analysis and Employee Placement on Civil Servant Performance with Work-Life Balance as a Moderator at the Pasaman Regency Regional Secretariat	The research population consisted of all 94 civil servants at the Pasaman Regency Regional Secretariat, using total sampling technique where the entire population was used as the research sample.	The study findings indicate that employee performance is significantly influenced by the factors of job analysis and employee placement. The relationship between job analysis and employee performance cannot be moderated by work-life balance. This means that neither the impact of job analysis on employee performance nor the impact of employee placement on performance can be strengthened or weakened by work-life balance.
7.	Stuart O'Neill (2022)	Job Analysis and Career Development on Employee Performance at the Tulungagung Regency	The study used a quantitative approach and a Likert scale with a sample size of	The third hypothesis, which states that the variables of analysis (X1) job and career (X2) development have a simultaneous effect on

		Environment Agency During the Covid-19 Pandemic	114 respondents from a population of 160 people	employee performance, was accepted based on a sig. value of $0.000 < 0.05$. The results of the coefficient of determination (R^2) test were 0.252, further strengthening the finding that career development and job analysis have a 25.2% influence on employee performance, while the remaining 74.8% comes from factors not covered in this study
8.	Bambang Sutarto (2022)	The Effect of Job Analysis and Competency on Employee Performance (Case study of Employees at the Center for Isotope and Radiation Technology Applications, National Nuclear Energy Agency)	There were 74 respondents in this study.	This study shows that job analysis has a significant effect on employee performance, with a t value of $7.959 > t$ -table value of 1.999 ($n=74$), rejecting H_0 and accepting H_1 . The R^2 value of 0.468 shows that job analysis has an impact on 46.8% of employee performance. H_0 was rejected and H_1 accepted because job analysis and competency simultaneously influence employee performance, as indicated by the calculated f value of 82.538 $> f$ table 2.73 ($\alpha=0.05$).
9.	Nyak Umar, Cut Yusniar and Abdullah (2021)	The Effect of Job Descriptions and Job Analysis on Employee Performance at the Central Statistics Agency (BPS)	The population in this study consisted of 30 employees working at the Central Statistics Agency (BPS) in Pidie Regency.	Based on the analysis results, the Job Analysis variable (X_2) had the most dominant influence on the performance of BPS employees in Pidie Regency, at 53.2%. The relationship between the Job Description (X_1) and Job Analysis (X_2) variables and Employee Performance shows a very strong correlation of 92.1%. The determination value of the two variables is 84.9%, indicating a significant influence on employee performance, while the remaining 15.1% is influenced by other factors outside this study.
10.	Didik Haryanto (2021)	The Effect of Job Analysis, Workload Analysis, and Competence on the Performance of Civil Servants (ASN) at the Regional Secretariat of Balangan Regency, South Kalimantan Province	The population consisted of 105 people, and a sample of 84 people was taken using the Slovin sampling technique.	The results showed that simultaneously and partially, Job Analysis, Workload Analysis, and Competence had a significant effect on the Performance of Employees of the Regional Secretariat of Balangan Regency, South Kalimantan Province. The most dominant variable was

Competence. The R Square value of 0.383 indicates that 38.3% of employee performance is influenced by these three variables, while the remaining 61.7% is influenced by other factors.

Discussion

In general, almost all research in the last five years shows that job analysis has a significant effect on improving employee performance. Job analysis helps companies understand workforce needs, set clear work goals, and ensure the suitability between employees and the roles they occupy.

A study by Rasyid et al., (2025) shows that clear job descriptions and requirements have a 56.7% influence on increasing employee productivity. Meanwhile, Efendi & Assery (2024) show an impact of 76.9%, especially when career development programs and appropriate incentive systems are integrated with job analysis. These results are supported by research by Butar - Butar et al., (2025) and Afrina & Heliyani (2023) , which highlights that workers who follow their appropriate fields of expertise can work optimally. This shows that, in the context of contemporary human resource management, job analysis is both administrative and strategic.

Clarity of roles and fit between individuals and jobs are two principles of organizational psychology that help explain the relationship between job analysis and performance. An employee's commitment to their job will be stronger when they understand their tasks, the limits of their authority, and performance indicators (Kristof-Brown et al., 2023). By reducing work-related stress and role conflicts, this clarity of roles provides space for employees to optimize their efforts so that they can be directed towards achieving organizational goals.

Research by Yuniharto (2022) found that in-depth job analysis can improve performance by up to 25.2%, mainly through a more equitable and transparent distribution of workloads. In addition, Sutarto (2022) argues that job analysis is the foundation for the development of objective competency and assessment systems, which strengthen a sense of organizational fairness and improve worker performance. Several studies also emphasize the existence of moderating and mediating factors in the relationship between performance and job analysis. According to Irhamnida et al. (2025), competence plays a crucial role as a mediator in proper job analysis, helping companies place employees based on their abilities, which ultimately results in improved employee performance.

According to Butar - Butar et al. (2025) , work motivation mediates this relationship, where a sense of belonging to the organization is fostered through awareness of work roles and objectives. On the other hand, Afrina & Heliyani (2023) found that this relationship is not significantly moderated by work-life balance variables, indicating that the impact of job analysis is not always reinforced by personal characteristics. However, Haryanto (2021) highlights the importance of workload and organizational structure in facilitating the implementation of job analysis, as structural imbalances can cause distortions in task allocation and performance appraisal.

Organizations can increase psychological empowerment among employees, namely a sense of control and purpose in their work, by conducting comprehensive job analysis (Spreitzer, 1995). As a result, the intention to turnover decreases and organizational

commitment is indirectly strengthened (Ramdhani et al., 2024). Thus, the effectiveness of job analysis is determined not only by structural efficiency but also by the balance between organizational needs and employee psychological health.

The results of various studies show that job analysis is a very important foundation for all human resource management (HRM) processes, including recruitment, training, employee compensation, and employee performance appraisal. Job analysis can be considered a diagnostic tool for work behavior that influences cognitive (task understanding), affective (job satisfaction), and conative (achievement motivation) elements within the framework of industrial and organizational psychology.

Conclusion

Job analysis has been proven to be very important for improving employee performance in various positions within an organization. Organizations can place employees in positions that best suit their skills and potential by explaining the specific tasks, responsibilities, and abilities required. Clear job descriptions are associated with higher productivity, effectiveness, and work efficiency, according to a five-year study of the literature. Job analysis also increases individual work motivation, reduces task ambiguity, and establishes role justice.

From an organizational psychology perspective, job analysis influences employees' psychological characteristics, including job satisfaction, engagement, and commitment to the company, in addition to serving as an administrative tool. Employees who have a clear understanding of their tasks tend to perform well and experience lower stress. This relationship shows a correlation between role clarity and improved person–job fit, which ultimately drives optimal performance. Therefore, job analysis should be built not only on job descriptions but also on psychological factors that support employee well-being.

Overall, the findings of this study support the idea that an organization's ability to conduct job analysis effectively has a significant impact on its capacity to achieve its objectives. Companies that carry out job analysis systematically and continuously will be able to develop focused human resource development plans and fair performance evaluation systems. By examining the relationship between job analysis and additional psychological factors such as job fatigue, career satisfaction, and work adaptability, future research is expected to expand the scope of this study. In this regard, the concept of job analysis can further evolve as a strategic tool for creating a strong and highly competitive organization.

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