



ENHANCING PRODUCTIVITY THROUGH PSYCHOLOGICAL PERSPECTIVES IN THE ERA OF GLOBAL TRANSFORMATION

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Jakarta, 16 December 2025

## The Role of Job Analysis in the Perspective of Psychological Security

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**Abstract:** The influence of work discipline on employee job descriptions was examined in the form of a systematic review. This article review aims to determine the influence of work discipline on employee job descriptions. Job descriptions include clarity of roles, responsibilities, and authority in carrying out tasks, while work discipline is defined as employee attitudes and behaviors in complying with rules, norms, and work ethics. The descriptive analysis method used in this study is a literature review of ten scientific publications published between 2020 and 2025 and available through the Google Scholar database. The results of the analysis show a strong correlation between work discipline, job descriptions, and performance, satisfaction, and employee motivation. This discussion shows that the synergy between clear job descriptions and effective discipline can create a productive work environment and minimize role uncertainty in the company. In conclusion, the integration of updated job descriptions and strengthened work discipline is a crucial strategy for developing a flexible, efficient, and results-oriented human resource management system amidst changes in the contemporary work environment.

**Keywords:** Work Discipline, Job Description, Employees, Employee Performance, Human Resources

### Introduction

Most employees tend to feel unclear about their duties and responsibilities during periods of organizational and human resource change, which impacts their work effectiveness. Low levels of work discipline within the company and unstructured or outdated job descriptions are phenomena in this study. Research shows that employee performance is closely related to effective work discipline. According to Dehotman's (2023) research, work discipline significantly improves employee performance by 48.2%. Furthermore, a research review by Bhavani (2020) also explains that work discipline is a crucial component of organizational effectiveness. Therefore, this phenomenon raises questions about the relationship between job description clarity and work discipline styles in the employee context. Practically, work effectiveness, responsibility, and productivity can be threatened if

employees do not properly understand their job descriptions and do not implement optimal work discipline.

Many empirical studies have shown that work discipline has a significant impact on performance, but little research has been conducted on the precise relationship between this influence and employee job description variables. For example, research by Zaeni et al. (2023) showed that employee performance in an electricity transmission unit was positively but not statistically significantly influenced by work discipline variables. According to research by Twinamasiko (2025), clear and structured job descriptions depict authority, responsibility, and improve performance. This is associated with better employee performance and lower position ambiguity. According to a descriptive review of the literature, levels of work discipline and job description clarity vary across organizations. This provides organizations with ample latitude to improve the correlation between work discipline factors and job descriptions. For example, employees may not know exactly what is expected of them in companies with high discipline but ambiguous job descriptions, which can hinder performance. On the other hand, clear job descriptions without disciplinary support may not be sufficient to ensure consistent implementation. Consequently, situations where low work discipline and suboptimal job descriptions are common.

With rapidly changing work environments, rising performance standards, and increasingly complex employee activities, it is crucial for employers to update both discipline and job descriptions. Potential conflicts, overlapping activities, or even gaps in responsibilities can arise if job descriptions are not updated to reflect changes in tasks and technology. According to Lieke Pijnacker (2019), employees with role clarity are 53% more efficient and 27% more effective than those without. Clarifying job descriptions is not merely an HR administrative task, but rather a performance improvement approach. In terms of discipline, implementing job descriptions will face challenges in practice if there is no clear framework of consistent norms, regulations, and supervision. Therefore, it is crucial to integrate job descriptions as a guiding component and discipline as an implementing factor. Employees may perform their work according to their personal opinions rather than their official roles if the company fails to update job descriptions. This can lead to inefficiency, disruption, or a higher risk of disciplinary violations.

To measurably improve organizational outcomes, work discipline variables and employee job descriptions are being revised to improve operational performance between organizational expectations and employee behavior. Organizations want to ensure that each position has a clear definition of duties, authority, responsibilities, and performance indicators through the creation of updated job descriptions. This way, employees will know what to do, how to evaluate it, and who is responsible for the results. Furthermore, employee work behavior can be directed to consistently and responsibly fulfill job descriptions by improving work discipline through routine rules, monitoring, and sanctions. Organizations can create a high-achieving and disciplined work culture, increase the sense of responsibility, reduce role ambiguity, and increase effectiveness and efficiency by leveraging these two factors. According to research by Bhavani (2020), work discipline is one of the main foundations of organizational effectiveness. Given this, this compilation is a practical step to ensure that companies have a formal structure and actual implementation through controlled employee behavior by focusing on appropriate job descriptions.

## Research Methods

This study uses a descriptive analysis design with a literature review methodology, by searching the Google Scholar database using the keywords "Work Discipline" and "Job Description". Articles published between 2020 - 2025 and written in Indonesian meet the inclusion requirements.

## Result and Discussion

The review of the influence of work discipline on job descriptions was conducted by reading and analyzing 10 journal articles. These articles are summarized in the table below. The first table presents the journal articles' authors, year of publication, research title, and research findings.

Yes	Author and Year	Research Title	Number of Samples	Research Results
1.	Princess & Mouse (2025)	The Influence of Leadership Style, Job Description and Work Discipline on Job Satisfaction and its Implications on Employee Performance	Data was generated from 50 employees through the group's five subsidiaries who were given questionnaires to fill out to collect data.	The results of the study showed that work discipline, job descriptions, and leadership style all significantly increased job satisfaction.
2.	Due & Qurochman (2024)	Compensation, Job Description, Work Discipline on Employee Performance	35 contract employees were interviewed using a quantitative approach with multiple linear regression.	Although these three independent variables only explain 31.2% of employee performance, the overall results show that work discipline, job description, and salary all have a significant impact.
3.	Fransiska et al. (2024)	The Influence of Work Discipline and Job Descriptions on Employee Performance at the Youth and Sports Service of North Sumatra Province	Secondary data was obtained from previous research, journals, websites, and	The results of the study showed that the job description (X2) and work discipline (X1) variables

			literature reviews, while primary data was obtained from questionnaires completed by 78 respondents.	contributed 46.4%.
4.	Yulisda & Zuripal (2024)	The Influence of Locus of Control, Work Climate, Job Description, on Employee Work Discipline with Gender as a Control Variable (Case Study at the UPTD for Manpower Supervision Regions I, II and III of the Manpower and Transmigration Office of West Sumatra Province)	There are 45 individuals in the population, and this includes the sample.	According to the study findings, work discipline is positively and significantly influenced by job descriptions.
5.	Princes & Sustenance (2024)	The Influence of Job Description and Work Discipline on Employee Work Productivity Through Work Motivation as a Mediating Variable at PT. Indofood Cbp Sukses Makmur Tbk Cibitung	A total of 90 employees of PT. Indofood CBP Sukses Makmur Tbk Cibitung were sampled in this study.	Employee work productivity is positively and significantly influenced by job descriptions, work discipline, and work motivation.
6.	WIDIARTANA & LOVE (2024)	The Influence of Standard Operating Procedures, Job Descriptions and Work Discipline on Employee Work Productivity at Public Companies in Pasar	The workers at each Regional Public Company of Argha Nayottama Market in Buleleng Regency, totaling 64 people, formed the population	The results of the study showed that the overall regression model was significant ( $F = 122.867$ , $p \text{ value} = 0.000$ ), indicating that the variables of work discipline, job description,

			and sample in this study	and standard operating procedures collectively had a significant impact on the work productivity variable.
7.	Amirul & Wadud (2023)	The Influence of Job Descriptions, Work Motivation and Work Discipline on Employee Performance at PT Saribumi Sriguna Putra Palembang	The sampling method used was saturated sampling, which involved using all 80 respondents in the population.	With a coefficient of determination of 39.3%, the findings indicate that job description, work motivation, and work discipline all have an impact on employee performance simultaneously.
8.	Slameta & Sulastri (2023)	The Influence of Discipline, Education and Training, Job Description, Skills and Communication on Employee Performance (Case Study at PT. Surya Toto Indonesia, Sanitary Division, Cikupa Unit, Tangerang)	The primary data used came from 343 employees of PT. Surya Toto Indonesia, Sanitation Division, Cikupa Unit, Tangerang, who were given a questionnaire.	According to the study findings, the overall effect of X1 (discipline) on Y (employee performance) is 0.0648, or 6.48%
9.	Syafrina et al. (2022)	The Influence of Job Description on Employee Performance in the Office Environment of the National Unity and Politics Agency of Pematang Siantar City with Work Discipline as an Intervening Variable	There were 34 respondents in the sample in this study.	Work discipline is not influenced by job descriptions, while employee performance is directly and significantly influenced by them.

10.	Nugraha et al. (2020)	The Influence of Work Discipline and Job Descriptions on Employee Performance at CV. Used MM Bakery	There were 40 who participated in this study as respondents.	The results of the study indicate that job descriptions and work discipline have a positive influence on employee performance at CV. MM Bakery.
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Empirical research has shown that structured job descriptions can improve employee performance and work discipline, making clear job descriptions an essential prerequisite for creating consistent behavioral control and accountability among employees. Employees can more easily adopt organizational standards and complete tasks without constant supervision when their roles are clearly defined (Shaputra et al., 2025). In fact, companies that effectively link job descriptions through training and supervision systems report higher productivity and better procedural compliance. Furthermore, self-regulation supports discipline as a result of internalization rather than external sanctions, driven by the reinforcement of job descriptions through socialization and regular updates (Kervin & Wasiman, 2023). Furthermore, internalization of organizational norms and structures that enable clear roles and transparent tasks also contribute to work discipline, in addition to external control or supervision.

According to research by Nasir et al. (2020) , employee performance in both government and private sectors is significantly influenced by work discipline. Therefore, in addition to legal policies, organizational training and a culture that supports discipline play a crucial role in creating a productive work environment. However, contextual factors, including workload, task coordination, and organizational structure, impact job descriptions and work discipline, which may vary in severity. For example, research shows that even when job descriptions are clear, their impact on performance tends to be reduced when the workload is very heavy or there is poor coordination between employees. Therefore, companies must consider these moderating factors, meaning that simply improving job clarity and work discipline is insufficient if the workload or work environment is not supportive.

Role clarity and work discipline are two psychosocial variables that also influence employee satisfaction, organizational commitment, and sense of belonging. For example, workers who have a clear understanding of their roles and are not confused will be more confident in their ability to carry out their tasks and will experience less role stress, both of which will have a positive impact on job satisfaction, which in turn will affect performance (Dharma et al., 2023). Therefore, companies should consider task clarity and discipline as essential components of an environment that supports employee well-being and productivity, not merely as administrative aspects.

Updating job descriptions and establishing values-based work discipline are increasingly crucial in today's ever-changing digital workplace. Job descriptions cannot be created once and used permanently; they must be updated periodically to reflect changes in technology, competencies, and cross-functional needs. Furthermore, work discipline should focus on internalizing principles such as personal responsibility, teamwork, and flexibility in

the face of change, as well as external controls such as punctuality and adherence to rules. Research by Ramadhani et al. (2025) shows that work discipline is not merely about following rules but also about developing an adaptive culture that can improve a company's long-term efficiency in a rapidly changing work environment. Consequently, human resource plans need to include ways to update job descriptions, provide ongoing training, and foster a culture of discipline that promotes work flexibility while maintaining role accountability, so that the relationship between role structure and work discipline remains relevant and effective in the modern workplace.

## Conclusion

The findings of the descriptive analysis in this study indicate that work discipline and job descriptions influence each other in increasing employee efficiency and productivity in various organizational areas. Work discipline is crucial to ensure that employees consistently complete their tasks and adhere to established norms, while clear and well-organized job descriptions help workers understand their roles, responsibilities, and standards. Several studies have demonstrated the significant role of discipline in variables related to productivity and job satisfaction, proving that the combination of the two improves job satisfaction, motivation, and performance.

When an organization can combine work discipline with job description updates with sustainable development, roles become clearer, ambiguity is reduced, and collaboration becomes more efficient. Furthermore, increased discipline based on values and the implementation of individual responsibility also strengthens employees' dedication to organizational goals. Maintaining stability in work behavior requires the application of adaptive discipline, and keeping up with technological developments and organizational changes requires updating job descriptions in today's dynamic work environment. Therefore, to create a productive, efficient, and sustainable work environment, it is crucial to balance behavioral control and formal structures. The overall findings indicate that work discipline and clear job descriptions are essential components of successful, results-oriented human resource management, not just administrative aspects.

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