The Strategic Role of Job Analysis in Work Effectiveness and Strengthening a Positive Work Climate: A Descriptive Literature Review

Dyah Arum Kinanti[1]

[1]Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, 202210515074@mhs.ubharajaya.ac.id

Corresponding Author: 202210515074@mhs.ubharajaya.ac.id

Abstract: Work effectiveness is an important aspect in achieving organizational goals and is greatly influenced by the quality of human resource management, including the application of job analysis. This study aims to describe the role of job analysis in improving work effectiveness through a literature review of national and international research from the last five years. The method used is a literature study by selecting relevant articles through the Sciencedirect, Publish or Perish, Lens.org, and Google Scholar databases. The data were analyzed using content analysis techniques to identify key findings related to the contribution of job analysis to work effectiveness. The results of the study show that job analysis can improve role clarity, competency alignment, task execution efficiency, and employee performance, both directly and indirectly. It also serves as an important foundation for creating a positive work environment that can encourage a sense of security in expressing opinions, enhance collaboration, and strengthen working relationships. Thus, job analysis is a strategic foundation that plays an important role in optimizing performance and decision-making in human resource management, so it needs to be updated regularly in accordance with organizational dynamics.

Keywords: Job Analysis, Work Effectiveness, Human Resources

Introduction

Work effectiveness is a fundamental measure of organizational success, reflecting the extent to which human resources can achieve set goals efficiently, accurately, and on time. In the context of Industry 4.0 dynamics and the digital era, characterized by rapid technological change and ever increasing competency demands, the role of human resource management (HRM) has become increasingly crucial, especially in ensuring that every position and task contributes maximally to organizational performance (Batviano et al., 2023). Strategic Human Resource Management (HRM) plays a central role in managing these human assets, with the main objective of aligning employee capabilities with the

organization's strategic goals. Efforts to improve work effectiveness are inherently related to how well an organization is able to manage its human resources, from planning and placement to development (Komalasari et al., 2022). Work effectiveness is not only determined by the clarity of tasks and the suitability of competencies, but also by the creation of psychological safety in the work environment. Psychological safety is a condition where employees feel safe to express their opinions, put forward ideas, and admit mistakes without fear of interpersonal consequences (Amandangi & Parahyanti, 2025).

Without well-structured human resource management, it will be difficult to achieve work effectiveness, resulting in waste of resources, decreased productivity, and weakened organizational competitiveness (Triolita & Munawaroh, 2025). Therefore, all practices in human resource management must be based on a deep and focused understanding of each job position within the organization. This understanding is obtained through a fundamental process that serves as the main foundation for almost all HRM functions, namely job analysis. According to Dessler (1997), job analysis is a systematic process of collecting, evaluating, and organizing detailed information about the tasks, responsibilities, and duties of a job, as well as the qualifications (knowledge, expertise, and abilities) needed to perform it successfully (in Fitria et al., 2024). The main results of job analysis are the creation of job descriptions that explain the tasks performed in a position, as well as job specifications that explain the type of person who is suitable for filling that position. Job analysis is very important because it forms the basis for all HR management activities. Without job analysis, processes such as recruitment and selection will not run smoothly, as there will be no clear reference for determining the right candidates (Wahdati et al., 2022).

The direct link between job analysis and increased work effectiveness becomes even more apparent when we understand that organizational effectiveness begins with the effectiveness of individuals in each position. Comprehensive and accurate job analysis ensures the achievement of person-job fit or compatibility between individuals and their jobs. When employees have qualifications that match job requirements and clearly understand what is expected of them (role clarity), individual performance will improve significantly (Kusmayati et al., 2023). Comprehensive job analysis can also support the creation of psychological safety through role clarity, reduced ambiguity, and the formation of a more fair and transparent work structure, so that employees feel more psychologically secure in carrying out their duties (Artinger et al., 2025).

Improving work effectiveness through job analysis is not limited to the preparation of job descriptions, but involves integrating job information into the entire talent management cycle within the organization. Accurate and relevant job analysis results serve as a vital foundation for various HR functions, including workforce planning, recruitment and selection, career development, compensation systems, and performance appraisal (Hidayah et al., 2022). When job analysis is done correctly, it can produce clear job specifications, enabling organizations to recruit individuals with the KSAOs (Knowledge, Skills, Abilities, and Other Characteristics) that are truly needed to succeed in the position, which will ultimately increase job satisfaction and individual performance (Anggraini et al., 2020).

Ministry of Administrative and Bureaucratic Reform Regulation No. 1 of 2020 has encouraged more systematic job analysis and workload analysis guidelines, but implementation challenges in the field remain significant. Many organizations still find it difficult to shift from simply listing tasks to analyzing strategic competencies. Studies indicate that job analysis that is not aligned with actual workloads also contributes to decreased performance (in Kusmayati et al., 2023). Although previous studies have highlighted the

relationship between organizational factors, such as work structure, task distribution, and performance management systems, and increased work effectiveness, the results still show differences and inconsistencies in their level of influence in various organizational contexts (Mildawani, 2023). Therefore, through this study, the researchers aim to identify the extent to which job analysis contributes to improving work effectiveness by examining its impact on important aspects of human resource management. An analytical approach that integrates findings from various studies and empirical data is expected to provide a more comprehensive picture of the mechanisms by which job analysis supports organizational performance optimization, as well as the factors that can hinder its implementation. Thus, this study is expected to provide a more in-depth and applicable understanding of the strategic contribution of job analysis in improving overall work effectiveness.

Research Methods

The method used in this study is a literature study. The literature study in this research is a series of activities related to the methods of collecting library data, reading and recording, and managing research data objectively, systematically, analytically, and critically regarding the role of job analysis in improving work effectiveness. Relevant studies were found through academic databases such as Sciencedirect, Lens org, Publish or Perish, and Google Scholar. Furthermore, the data analysis method used in this study was content analysis. Data analysis began by examining the results of the most relevant, relevant, and sufficiently relevant studies. Next, the research years began with the most recent year and then moved backward to older years. The researcher then read the abstract of each study to assess whether the issues discussed were relevant to the issues the study sought to address. Next, important and relevant elements related to the research topic were noted.

Result and Discussion

This literature review is considered based on the writing criteria, namely the results of discussions and debates regarding the role of job analysis in improving work effectiveness. Below are several studies that were investigated using the literature review method.

Job Analysis In Improving Employee Work Effectiveness At Coffeeshop In Nicter Coffee & Roastery

The study conducted by (Silvia et al., 2023) aimed to analyze the implementation of job analysis and its impact on work effectiveness at Nicter Coffee & Roastery. Using a qualitative method with a descriptive approach, the sample and population of the study consisted of respondents directly related to job analysis activities at the company, such as store managers, barista supervisors, and customers. Three respondents were interviewed.

This study found that the implementation of job analysis at Nicter Coffee & Roastery was not yet fully effective in improving employee work effectiveness. There was a mismatch between the job and the job holder, which caused some employees to not fully understand their duties and affected product and service quality, such as variations in coffee flavor that customers complained about. The results indicate that job analysis is needed to improve the alignment between employees' education, skills, and expertise with job requirements, which will ultimately improve overall work effectiveness.

Job Analysis Efforts To Improve Human Resources In Education

In a study conducted by (Prestisya et al., 2023), the aim was to analyze and compile job descriptions and specifications in line with actual conditions in the field, in order to improve efficiency, clarity of responsibilities, and human resource development in the organization, particularly in the IT division of PT. Surabaya is prosperous. Using qualitative descriptive methods, including interviews, observations, and questionnaires, data was collected from respondents. Measurements were made through systematic data collection, which was then analyzed to compile accurate job descriptions and specifications.

This study shows that there is a discrepancy between the existing job descriptions and the actual conditions in the field, such as employees holding dual roles and not having clear job descriptions. This causes confusion, boredom, and obstacles in achieving the Company's targets. After review and evaluation, changes were made to the responsibilities and job descriptions to be more complete and in line with the actual conditions in the field. The changes in this study reveal that the job analysis process can improve work efficiency, clarify responsibilities, and support future organizational development. In addition, the results of this analysis are also used as a basis for human resource management, recruitment, training, and organizational development in general. Thus, work effectiveness can be improved by following clear responsibilities, organized tasks, and human resources that are in line with the needs of the organization.

Effectiveness of Job Analysis at the Indonesian Civil Servants Cooperative (KPRI) Saptawa, Lampung Province

The research conducted by (Dewi & Farida, 2022) aims to investigate the effectiveness of job analysis in the Indonesian Civil Servant Cooperative (KPRI) SAPTAWA in Lampung Province. This study specifically seeks to understand how job analysis contributes to the alignment between job requirements and employee capabilities, and to identify the supporting and inhibiting factors that influence its effectiveness. It used a qualitative descriptive approach, involving interviews with the Head of the Indonesian Civil Servant Cooperative (KPRI) SAPTAWA in Lampung Province, the Secretary, and the Head of the KPRI SAPTAWA Unit in Lampung Province.

The results found that job analysis at the Indonesian Civil Servant Cooperative (KPRI) SAPTAWA in Lampung Province has been effective. This effectiveness is determined by various indicators used to measure the achievement of objectives, resource acquisition, internal processes, and more strategic constituent satisfaction. This study highlights that effective job analysis is very important for improving service quality and fostering a positive internal work environment, which leads to better service quality and internal work environment. The effectiveness of job analysis is supported by a clear legal framework, such as the Minister of Home Affairs Regulation No. 35 of 2012, which mandates job analysis in government agencies. The relatively small number of employees also contributes to efficiency. However, ideological differences among employees can hinder the potential of job analysis.

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)

The study conducted by (Sutarto, 2022) aimed to determine the impact of job analysis and competency focused on employee performance at the National Nuclear Agency's Isotope and Radiation Technology Application Center. An associative research design method was

used to investigate the relationship between variables, with a sample size of 74 employees for this study.

The results show that job analysis (X1) and competency (X2) have a significant positive impact on employee performance (Y). The F-count value of 82.538 is significantly higher than the F table value of 2.73 for n=74, which leads to the rejection of the null hypothesis and confirms the influence between the two variables. These two variables explain 69.9% of the variance in employee performance, implying that nearly 70% of employee performance can be attributed to job analysis and competency, with the remaining 30.1% influenced by other factors. Thus, this study establishes that job analysis and competency are important determinants of employee performance, both individually and in combination within an organization. The findings in this study underscore the importance of well-defined job analysis and skilled personnel for organizational success.

The Effect of Job Analysis, Workload Analysis, and Competency on the Performance of Civil Servants (ASN) at the Regional Secretariat of Balangan Regency, South Kalimantan Province

In a study conducted by (Haryanto, 2021) to determine the simultaneous effect of job analysis, workload analysis, and competence on the performance of civil servants (ASN) in the Regional Secretariat of Balangan Regency, South Kalimantan Province. Using a quantitative method with a multiple linear regression approach to analyze the data, with a sample size of 84 people in this study.

The calculation results show that the multiple regression model used in this study is feasible and significant. The calculated F value of 16.532 is greater than the F table value of 2.48, and the Sig value of 0.000 indicates that the simultaneous influence of the variables (job analysis, workload, and competence) on ASN performance is significant. Thus, the overall results of this study indicate that job analysis, workload, and competence simultaneously and partially have a significant effect on the performance of the State Civil Apparatus (ASN) in the Regional Secretariat of Balangan Regency. Of the three variables, competence is the most dominant factor affecting ASN performance. The regression model used shows that these variables can explain approximately 38.3% of the variation in ASN performance (R Square value = 0.383), while the rest is influenced by other factors outside the variables studied. The analysis results also emphasize the importance of job analysis management, appropriate workload arrangements, and employee competency improvement to enhance the effectiveness and productivity of ASN work in the local government environment.

The Role of Job Analysis, Job Evaluation, and Motivation in Improving Employee Performance

The study conducted by (Budianto et al., 2023) aimed to analyze and determine the effect of job analysis, job evaluation, and work motivation on employee performance at the Bondowoso Regional Secretariat. Using descriptive analysis, data validity and reliability tests, and hypothesis testing using Structural Equation Model (SEM) with WarpPLS 5.0 as a tool to test the research hypothesis. The research sample consisted of all 61 employees of the Bondowoso Regional Secretariat.

The results of this study show that job analysis has a significant effect on employee performance with a coefficient of 0.426 and a p-value of less than 0.001, which means that the better the implementation of job analysis, the more likely employee performance will increase. In addition, job evaluation also has a significant effect on employee performance with a coefficient of 0.384 and a p-value of 0.001, indicating that systematic job evaluation

can improve employee work effectiveness. With good job analysis, organizations can ensure that employees have the right competencies, understand their duties clearly, and are able to perform their job functions optimally. Thus, job analysis is not only a tool for describing jobs, but also a foundation for effective and efficient human resource development.

Improving Employee Performance Through Job Analysis

The study conducted by (Shafariah, 2022) focused on determining the extent to which various aspects of individual and collective job analysis affect employee performance. Using a quantitative ex post facto design and analyzing data from a sample of 50 employees at PT XYZ, selected through simple random sampling, using classical assumptions and multiple linear regression tests.

The results of the calculations revealed that the significance value for each independent job analysis variable (duties, education, experience, and abilities) showed a significant positive impact on employee performance. The task variable shows a positive influence with a beta coefficient (B) of 0.210 and a significance level (sig) of 0.016. The education variable also has a positive and significant effect, as indicated by a beta coefficient of 0.319 and a significance level of 0.025. Similarly, the work experience variable contributes positively and significantly, with a beta coefficient of 0.173 and a significance level of 0.040. The last variable, employee ability, shows the strongest positive and significant impact, with a beta coefficient of 0.337 and a significance level of 0.009. The correlation coefficient (R) result is 0.793, indicating a strong positive correlation between tasks, education, experience, ability, and employee performance. The coefficient of determination (R^2) is 0.628, which means that these variables collectively contribute 62.8% to employee performance. Thus, the results of this study emphasize the importance of aligning employee qualifications with job requirements to improve overall performance.

The Influence Of Job Analysis, Workload Analysis, And Motivation On Employee Performance At The Investment and One - Stop Integrated Services Office Of Simalungun Regency

The research conducted by (Butar - Butar et al., 2025) aims to analyze how job analysis, workload analysis, and motivation affect employee performance at the Investment and Integrated Services Office (DPMPTSP). Using a quantitative approach with a survey method, which was distributed to 52 respondents, all of whom were employees of the DPMPTSP Simalungun.

The results of this study show that job analysis, workload analysis, and motivation simultaneously have a positive and significant effect on employee performance at the DPMPTSP Simalungun, with a calculated F value of 60.549 and a significance value of 0.000 ($p < 0.05$). The job analysis variable has a regression coefficient of 0.443, indicating that improving the quality of job analysis will significantly improve employee performance. Similarly, other supporting variables, such as workload analysis and motivation, have a positive effect with coefficients of 0.379 and 0.416, respectively, indicating that both also contribute to improving employee performance. These results indicate that the combination of these three factors is an effective strategy for improving employee performance in the government environment, in line with research findings showing that the three are interrelated and contribute significantly to employee performance.

Application of Job Analysis to Improve Work Efficiency of Educators at Lukman Al Hakim Integral Elementary School in Mataram

The study conducted by (Apriani et al., 2024) aimed to determine and analyze the application of job analysis on the work efficiency of educators at SD Integral Lukman Al-Hakim Mataram. Using a qualitative research method with a descriptive approach, the sample included 9 educators.

This study found that the application of job analysis at SD Integral Lukman Al-Hakim Mataram had a positive impact on improving the work efficiency of teaching staff. Through a descriptive qualitative approach, the school conducted a complete and structured identification of job analysis, including descriptions of duties, responsibilities, authorities, and work relationships in accordance with the foundation's rules. Each educator clearly understood their role, which helped improve efficiency and effectiveness in carrying out their daily tasks. The job analysis facilitated the adjustment of tasks and qualifications of educators, such as homeroom teachers who also served as Quran teachers, thereby saving costs and improving their competence. In addition, routine performance evaluations are conducted every month and every two months by the school and foundation to ensure the quality and development of teaching staff competencies are maintained. Thus, the implementation of proper job analysis helps in placing teaching staff according to the required qualifications and competencies, thereby supporting the efficiency and effectiveness of the school's overall operations.

A Study on the Role of Job Analysis and Its Impact on the Organization

This study was conducted by (Sharma & Nahata, 2025) by examining job analysis in organizations and how effective job analysis practices can improve human resource functions such as recruitment, training, performance appraisal, and compensation. Using a survey method involving 100 HR professionals from various sectors as samples. The research population was HR practitioners working in various organizations or companies.

The results of the calculations showed a strong positive correlation between the implementation of job analysis and organizational performance, with a Pearson correlation value of r = 0.72. Thus, most organizations conduct job analysis on a regular basis, especially for recruitment and performance appraisal purposes. Job analysis has been proven to significantly improve employee role clarity and job satisfaction. Organizations that implement a structured job analysis process report better workforce planning and decision-making. However, there are major obstacles such as time constraints, limited resources, and lack of managerial support that reduce the effectiveness of job analysis implementation.

Conclusion

Based on the results of a literature review, job analysis has been proven to play a strategic role in improving work effectiveness in various types of organizations, both in the public and private sectors. Accurate job analysis provides clarity regarding the tasks, responsibilities, and competencies required for each position, thereby creating a match between job demands and employee capabilities. Findings from various studies show that job mismatches, outdated job descriptions, and a lack of understanding of roles are often the causes of low work effectiveness. Conversely, when job analysis is applied correctly, organizations benefit from improved individual performance, work efficiency, and service quality. In addition, the studies reviewed also confirm that job analysis has a significant effect on performance indicators, especially when combined with workload analysis, competency

improvement, and work motivation. The contribution of job analysis extends beyond recruitment and selection functions to include organizational development, compensation system design, and performance evaluation. Thus, job analysis serves as a crucial foundation for effective human resource management that aligns with the needs of modern organizations.

Overall, the results of this study confirm that organizations need to periodically update their job analysis, adjusting it to the dynamics of work and changes in the work environment. Consistent implementation, managerial support, and the use of appropriate analysis methods will help organizations achieve optimal work effectiveness. Therefore, job analysis does not only serve as an administrative document, but is a strategic instrument in building individual and organizational performance in a sustainable manner.

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