



INCREASING PRODUCTIVITY THROUGH A PSYCHOLOGICAL PERSPECTIVE IN THE ERA OF GLOBAL TRANSFORMATION

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The Effect of Job Analysis on Employee Performance in Organizations: A Literature Review

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Abstract: An organization relies heavily on the quality of its employees, making employees a key indicator of the success and sustainability of the organization. The quality of employee performance is influenced by the extent to which an organization is able to design and implement work analysis appropriately. Job analysis can be applied in both private and public organizations. This study aims to examine the influence of job analysis on employee performance through a literature review approach. The method used is descriptive analysis by reviewing and analyzing various relevant sources related to the influence of job analysis on employee performance in the organization. A literature review proves that job analysis has a significant influence on improving employee performance through a variety of factors. Clarity regarding job descriptions, responsibilities, and job specifications motivates employees and makes them work more efficiently. Job analysis is a fundamental factor in human resource management that focuses on organizational performance and effectiveness.

Keywords: Job analysis, Employee Performance, Job Description, Job Specification, Job Competency

Introduction

An organization is highly dependent on the quality of its employees, so employees are the main indicator of the success of the organization's sustainability. Employees are the main key to the company, play an important role that cannot be replaced in every operational activity (Setiawati et al., 2022). (Wiratmoko, 2019) also explains that employees are a crucial factor in the company, in addition to assets and capital. Maximum results can only be achieved with employees who work optimally, because facilities and equipment alone are not enough. Therefore, employee performance is a determining factor for the organization.

The existence of quality employee performance is an important element in supporting the success of organizational operations. Edison et al. (2017) stated that performance is the evaluation of a series of activities that are evaluated and assessed in a certain period of time

with defined rules or agreements. Buulolo et al. (2021) describe employee performance as an achievement achieved by a person or the result of work that has been completed on time. Performance is not enough to be measured by how much work is completed, but rather by aspects of quality, responsibility, and professional attitude.

The quality of employee performance is influenced by the extent to which the organization is able to design and implement position analysis appropriately. Position analysis has the greatest influence on improving employee performance compared to career development factors (Sabri & Handayani, 2019). Prasetyo & Ramdani (2024) stated that structured and systematic job analysis can contribute to increasing employee productivity and self-actualization so as to have a positive impact on overall organizational performance. Therefore, without the application of good position analysis, it is difficult for organizations to place employees who are in accordance with their competencies so that the effectiveness of employee performance decreases.

The application of position analysis can occur in private organizations, as well as in public organizations. Position analysis is the main factor to improve employee performance at PT. Pos Indonesia. Systematic determination of authority, responsibilities, and work procedures can create motivation and disciplined behavior of employees in achieving organizational goals (Supriyaningsih & Normasyhuri, 2023). The results of the analysis of positions in government agencies can improve work efficiency and reduce overlapping tasks through employee placement (Irawan & Fathurrahman, 2024).

The application of proper position analysis has a significant influence through the placement of employees according to the quality of their performance that Sugesti et al. (2021) have. The concept of "the right man in the right place" is a means of distributing employee competencies according to the right position so that the organization gets the best results. Therefore, this study aims to review and analyze previous findings regarding the influence of position analysis on employee performance. The results of these findings are expected to contribute and become a reference in the development of support from the management system regarding the analysis of positions for employees, especially in helping work from work environment pressures.

Research Methods

This study aims to examine the influence of position analysis on employee performance through a literature review approach. The method used is descriptive analysis by reviewing and analyzing various relevant sources related to research discussions from previous credible national and international articles or journals with inclusion criteria in the form of publications in the last five years. The analysis was carried out by grouping findings related to the influence of position analysis on employee performance in the organization. By reviewing the literature, this study was able to find general patterns that can be the basis for understanding and developing the organization, as well as further research on improving employee performance through the application of position analysis.

Results and Discussion

The results of a review of various previous literature show that position analysis has a significant effect on improving employee performance through various factors. Research by Zulfikar & Dinata (2020) found that the analysis of position and leadership style together can have a positive effect on increasing productivity at Jabal Ghafur Sigli University. Clarity of the

division of job duties and responsibilities encourages a better understanding of work so that employees can achieve organizational goals optimally. These findings confirm that the role of job analysis not only functions structurally, but also as a way to help strengthen communication and coordination within organizations.

Research conducted by Arismunandar & Khair (2020) revealed similar findings, namely a clear description of duties and responsibilities that have a significant influence on improving employee performance compared to compensation and career development. These results show that jobs with clear task details help employees in work behavior to adjust to organizational goals. Meanwhile, research by Faezal & Lukito (2021) added that the three main aspects of position analysis, namely job description, job specification, and job evaluation, together improve employee performance. Proper job mapping helps organizations place employees according to competencies so that work results become more objective.

The link between job analysis and employee performance is also evident in public organizations. The results of a study from Alfansyah et al. (2023) found that there is a very high correlation between the clarity of the job description and the improvement of employee performance at the Paser Regency Regional Secretariat. Research confirms that the clearer the employee's work standards and the responsibilities given, the higher the employee's discipline and productivity. In addition, the systematic application of position analysis in government offices helps reduce duplication of work and improve the efficiency of the bureaucratic system.

The addition of the job satisfaction variable as a mediating factor from the study of Billik et al. (2023) expands on the previous findings. The results show that employee job satisfaction can be improved with good job analysis so as to create better performance. Employees who understand tasks, limitations, responsibilities, and expectations in the workplace tend to feel more comfortable and motivated. These findings are reinforced by Gai & Omuya's (2024) research on private hospitals in Kenya, which found that job satisfaction and productivity can be improved through regular job analysis and active employee participation. The job description not only focuses on the structural aspects of the job and the psychological well-being of employees, but serves as an administrative guide and strategy to help improve job engagement and loyalty.

In addition to job satisfaction, psychological factors such as attachment and competence also strengthen the relationship between job analysis and employee performance. Research by Linggawati et al. (2023) found that job analysis supported by a high level of work involvement has a significant impact on the performance of Generation Z in the financial services industry. Meanwhile, it was found that the results of research conducted by Erwan et al. (2024) found that the role of position analysis and career development is important in determining employee competence. Clarity in task mapping followed by training in improving competencies can be adjusted to the needs of the position so as to result in maximum performance achievement.

Along with the development of the modern world of work, other factors such as career development and work-life balance also affect work results. The findings of Janah & Krishernawan, (2025) state that position analysis still has a positive influence on employee performance, even if indirectly. This shows that position analysis is an important basis in building a flexible work system and meeting employee needs, as well as relevance as the main strategy in increasing productivity and work effectiveness periodically in the midst of organizational change dynamics.

Overall, various studies confirm that job analysis is a key component in improving employee performance. The degree of influence can vary depending on the characteristics of the organization, employee engagement, and management system support. However, job analysis in general has been proven to be able to increase productivity, job satisfaction, and employee relationships with the organization. Therefore, position analysis needs to be maintained as the main strategy for organizations in an effort to achieve optimal employee performance.

Conclusion

Based on the findings of the research conducted, it can be concluded that position analysis can improve employee performance. Clarity about job descriptions, responsibilities, and job description makes employees more motivated and work more efficiently. Position analysis also affects employee satisfaction, engagement, and competence so that it has an impact on increasing productivity. Therefore, position analysis is a fundamental factor in human resource management that focuses on organizational performance and effectiveness.

The implicit results suggest that organizations must implement and update job descriptions regularly so that employees can adjust to the changing work environment. Proper job analysis should involve the active participation of employees in the preparation of job descriptions to increase their sense of belonging to the job. In addition, job analysis must be integrated with performance evaluation systems, career development policies, and competency training to improve. Therefore, job analysis is recommended to be used to balance employee needs with organizational goals.

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