



ENHANCING PRODUCTIVITY THROUGH PSYCHOLOGICAL PERSPECTIVES IN THE ERA OF GLOBAL TRANSFORMATION

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The Role of Position Analysis in Improving Employee Performance in the Organization

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Abstract: This study aims to review and analyze the role of job analysis in improving employee performance by incorporating psychological safety as an essential factor within the Productivity and Psychology perspective. The research employed a literature review method by examining ten relevant articles on job analysis published between 2019 and 2024, along with three additional studies discussing psychological safety in organizational settings. The findings indicate that job analysis significantly enhances employee performance by providing clear job descriptions, responsibilities, and job specifications that align with individual competencies. Research related to psychological safety reveals that a mentally safe work environment increases employees' creative self-efficacy, innovative behavior, and sense of meaningful work. Psychological safety also strengthens employee motivation and engagement, enabling them to perform their roles more effectively. Therefore, an integrated approach that combines accurate job analysis with strong psychological safety practices serves as a strategic foundation for improving employee performance, productivity, and overall organizational effectiveness.

Keywords: Job Analysis, Employee Performance, Psychological Safety, Productivity, Innovation.

Introduction

In the era of technological and information development that is increasingly advanced and developing like now, every organization must be able to adapt so as not to be left behind and still be able to compete (Kharie et al., 2019). One of the most important things that determines the success of an organization is the people who work in it. Therefore, quality human resources are needed. The better the quality of the people in the organization, the smoother the organization will be in achieving its goals (Anggraini et al., 2020). Therefore, there needs to be an effort to continue to improve and develop the abilities of employees so that they have high quality and competitiveness in facing the progress of the times (Samsudin et al., 2024).

One way that can be done is to put someone in the appropriate position and work, so that human resources in the organization can work optimally and help achieve organizational goals. This can be done by first analyzing the existing position, so that it can be known what kind of abilities and criteria are needed to fill the position. According to Dessler (1997) (in Dr. Mustadin Taggala, S.Psi., 2015), position analysis is a process to determine the tasks, responsibilities, and requirements needed in a position, as well as understand what kind of individual is right to carry out the job. In other words, job analysis aims to ensure that the person chosen is a true fit for the job and the organization in which he or she works.

Job analysis is a process or method used to collect various data about a job in a company. The data obtained is then processed so that it can be useful information for various organizational needs. In this data collection process, there are two important things that are the main focus, namely job description and job specification. A job description contains a written explanation of work activities, working conditions, duties, authorities, and responsibilities of a position. Meanwhile, the job specification contains details about the characteristics needed from a person who will be needed in the position, such as knowledge, skills, attitudes, and other characteristics needed (in Dr. Mustadin Taggala, S.Psi., 2015). Job analysis has an important role in improving employee performance. According to Robbins (2006), employee performance is the result of work achieved based on tasks carried out in accordance with applicable rules or standards. Individual performance assessments are carried out through an evaluation process to assess how productive the work results that have been achieved by each employee in carrying out their duties and responsibilities (Efendi & Assery, 2024). Thus, when a person works according to the job description and job specification that suits him, he can carry out his work optimally. Good employee performance is one of the main factors in achieving organizational goals.

From the perspective of Productivity and Psychology, psychological safety is one of the key factors that determine employee productivity and mental health in the workplace. Psychological safety creates conditions where employees feel safe to express opinions, ask questions, give ideas, and admit mistakes without fear of being punished or judged negatively. This concept is increasingly important in modern organizations that demand creativity, innovation, and precision in the role of work.

A number of studies in Indonesia show that psychological safety has a real influence on psychological aspects and work behavior that are directly related to productivity. Based on research in "The Influence of Psychological Safety on Employee Creative Self-Efficacy", it was found that psychological safety is able to increase employees' self-confidence in producing creative ideas. When employees feel mentally secure, they are more confident to take initiative, try new approaches, and contribute optimally in their tasks.

Similar findings also appeared in the journal "The Role of Psychological Safety in the Development of Innovation", which explains that psychological safety is an important foundation for the creation of an innovative culture in organizations. Employees who are not afraid of making mistakes tend to be more courageous to come up with new ideas, provide input, and actively participate in the organizational development process. A psychologically supportive work environment has been shown to encourage creativity and accelerate the innovation process.

In addition, research in the journal "The Relationship between Psychological Safety and Work Meaningfulness in Manufacturing Industry Employees" shows that psychological safety not only impacts creativity or innovation, but also increases work meaning. When employees feel emotionally and intellectually valued, they better understand the value of the

work being done. This increases intrinsic motivation and commitment to tasks, which ultimately contributes to productivity and overall performance.

In the context of position analysis, psychological security is a supporting factor that ensures that employees can carry out tasks according to job descriptions and job specifications without unhealthy mental pressure. Job analysis provides clarity of roles, while psychological security creates comfort for employees to perform the role optimally. Therefore, these two aspects complement each other in building a productive, innovative, and psychologically healthy work environment.

Literature Review

Job analysis has been widely recognized in the literature as a critical mechanism for improving employee performance by ensuring alignment between job demands and individual competencies. Studies published between 2019 and 2024 consistently emphasize that well-structured job analysis enhances work effectiveness through clarified tasks, responsibilities, and job specifications. These elements contribute to better role understanding, stronger job–person fit, and more accurate performance expectations. Research findings also show that employees who receive clear job descriptions tend to demonstrate higher productivity, greater efficiency, and improved overall performance because they are better equipped to meet organizational standards. Moreover, job analysis serves as an important foundation for various HR practices such as recruitment, training, and performance appraisal, ensuring that organizational decisions are grounded in objective and competency-based information.

In addition to the functional role of job analysis, the literature increasingly highlights psychological safety as a complementary factor that strengthens workplace performance and employee well-being. The three journals reviewed on psychological safety show that employees who feel psychologically safe—free from fear of judgment, punishment, or interpersonal risk—exhibit higher levels of creative self-efficacy, innovative behavior, and work meaningfulness. A supportive and psychologically secure environment also enhances motivation and employee engagement, which further contributes to optimal task execution. When combined, accurate job analysis and strong psychological safety form a strategic synergy: job analysis provides structural clarity, while psychological safety provides emotional and interpersonal stability. Together, these factors create conditions that allow employees to perform confidently, contribute creatively, and remain committed to organizational goals. Thus, the literature supports the conclusion that both elements are essential for building a productive, innovative, and high-performing workforce.

Research Methods

The research method used in this study is a literature study. In general, literature study is a method that is carried out by searching, studying, assessing, and understanding various relevant scientific research articles (Rizqi et al., 2023). Research data was obtained by browsing articles that discuss job analysis topics through several sources such as Google Scholar, Publish or Perish, ResearchGate, Open Knowledge Maps, and Lens.org. From the search results, the researcher selected 10 articles that were related to the keywords of job analysis and employee performance. The articles are then grouped into a table to facilitate the process of identifying the role of job analysis on employee performance. The search was conducted with the publication deadline of the last five years (2019 - 2024) to ensure that the sources used are relevant and current.

Result and Discussion

From the search results, 10 articles were found that matched the criteria that had been determined. These articles discuss the role of position analysis in employee performance. The following is a list of articles used in this study.

Table 1. Identify 10 Journal Articles

Yes	Heading	Author and Year of Publication	Research Objectives	Research Results
1.	The Role of Position Analysis on Employee Performance	Aditya Fathi Ahmad, Netty Merdiaty, Tugimin Supriyadi (2024)	The purpose of this study is to find out and analyze the extent to which position analysis plays a role in employee performance. In other words, this research focuses on the relationship between the clarity of job descriptions and the improvement of employee performance in an organization.	The results of the two studies state that the role of position analysis has a great influence on the performance of employees in this position specification because there are several employees who are still not in their positions in accordance with their educational backgrounds, so there is still a lack of experience in the tasks obtained.
2.	The Role of Position Analysis in Improving the Performance and Efficiency of Educators: A Literature Review	Gesha Ayu Hanafiah, Intan Nurlaili Thoyyibah, Muslimatul Afiyah, Ayu Rita Risky Rani, Bela Aprilia Putri, Eka Putrilhia, Mu'alimin (2025)	This study aims to examine the role of position analysis in the context of education through a literature review approach to five selected articles published between 2020 and 2024.	The results of the study show that proper job analysis can improve teacher performance by placing them according to their qualifications, identifying training needs, and clarifying duties and responsibilities. In addition, the integration of organizational culture and regular updates of position analysis also contribute to the work efficiency and productivity of educators.

3.	The Urgency of Position Analysis on Employee Performance (Literature Study)	Arif Fajar Prasetyo, Deni Ramdani (2024)	This research aims to identify the urgency of position analysis on employee performance in an organization.	The results of the study show that position analysis has a positive influence on employee performance. Job analysis provides two types of data consisting of job descriptions and specifications that can help organizations in the process of planning human resources. A well-planned position analysis can encourage employees to improve self-actualization and increase their work productivity.
4.	The Effect of Position Analysis on Employee Performance in Achieving Organizational Goals	Acep Samsudin, Budi Prabowo, Wanda Noer Alichia, Bintaniya Zakka Al Madani, Asyam Rafi Renardi (2024)	This study aims to understand the influence of position analysis on employee performance.	Position analysis has a great influence on employee performance, and is the main factor in achieving organizational goals. With position analysis, organizations can more easily direct human resources to carry out their duties properly, so that employee performance increases and organizational goals are achieved effectively
5.	The Importance of Position Analysis in Improving Organizational Competence	Anisya Wahdati, Farida Octaviani, Shanty Komalasari (2022)	This study aims to find out how important position analysis is in improving organizational competence.	The results of the study concluded that position analysis plays an important role in identifying and determining competencies in a job related to the

				skills needed to occupy a job position with a position that is in accordance with the skills possessed, so that the analysis of the position will be able to improve organizational competence.
6.	Position Analysis in Improving Teacher Performance in Schools	Ainun Ma'rifah, Mufti Hamidi, Siti Khotijah, Mu'alimin (2024)	The purpose of this study is to explain the analysis of positions in improving teacher performance in schools by using literature review as a method of data collection, study, reading and recording and processing research materials.	The results of this study conclude that in the position analysis, teachers should be placed in positions that are in accordance with their qualifications and skills. This allows teachers to use their abilities effectively and improve their performance. In addition, job analysis also helps in identifying teacher training and development needs, so that they can improve the quality of education provided.
7.	Position Analysis, Human Resource Planning and Recruitment on Employee Performance	Hildani, Kamaruddin Kamaruddin (2024)	This study aims to empirically analyze position analysis, human resource planning and employee recruitment on employee performance.	The results showed: (1) There was a causal relationship between exogenous variables, namely position analysis, HR planning and recruitment, with an average correlation value of 0.53. (2) There is a direct and indirect influence of position analysis on employee performance of 35.29%. (3) There is a direct and

				indirect influence of HR planning on employee performance by 43.97%. (4) There is a direct and indirect influence of recruitment on employee performance by 40.67%. (5) Simultaneously, the contribution of position analysis, HR planning and recruitment has an impact on the performance of employees of the Bireuen Regency Education and Culture Office by 79.1%.
8.	The Effect of Position Analysis, Benefit Provision and Career Planning on the Performance of KPP Pratama Bantul Employees	Nurman Efendi, Syeh Assery (2024)	This study aims to find out the extent to which position analysis, allowance provision, and career planning affect employee performance at the Bantul Pratama Tax Service Office (KPP), both by assessing the influence of each factor separately, or looking at how the three affect employee performance simultaneously.	The results of the study show that each factor, namely position analysis, provision of benefits, and career planning, has been proven to have a positive and significant effect on employee performance. In addition, when the three factors are analyzed simultaneously, the results also show a positive and significant influence on the performance of employees at the Tax Service Office (KPP) Pratama Bantul.
9.	The Role of Position Analysis in Organizations on Employee Performance (Literature Review)	Ade Ratri Fitria, Zepanya Veronica Sinaga, Fionna C A Uguy, Jihan Salsabillah, Netty Merdiaty (2024)	The research conducted has the purpose of examining the role of a position analysis in an organization and its influence on	The results of this study also show a positive influence between position analysis and employee performance improvement.

			employee performance.	Other factors that influence in ensuring that the appropriate individual for the position such as job description and also job specifications play a very important role. In addition, this study also found that position analysis also affects the increase in employee job satisfaction, which will also improve employee performance.
10.	The Effect of Position and Competency Analysis on Employee Performance (Case Study on Employees of the Center for Isotope and Radiation Technology Applications-National Nuclear Energy Agency)	Bambang Sutarto (2022)	This study aims to find out the solution of problems at the Center for Isotope and Radiation Technology Application of the National Nuclear Energy Agency by determining the impact of position and competency analysis on performance	There is a significant influence on the Isotope and Radiation Technology Application Center of the National Nuclear Energy Agency from the analysis of positions and competencies to employee performance. Organizations can explore the role of position and competency analysis on employee performance with other supporting documents or by conducting further research.

Based on the results of the review of ten research articles relevant to the topic of job analysis and employee performance, it can be concluded that job analysis has a significant role in improving individual and organizational performance. Almost all articles show a positive relationship between the clarity of job descriptions and job specifications and the increase in employee work effectiveness.

Job analysis helps organizations in placing employees according to their qualifications, abilities, and experience. The right placement encourages employees to work more optimally

because the tasks and responsibilities given are in accordance with their capacity and competence. In addition, position analysis also serves as a basis for the process of recruitment, training, promotion, and employee performance evaluation.

Several studies have also shown that job analysis not only affects increased productivity, but also has an impact on increasing job satisfaction and employee motivation. In the context of public and educational organizations, the implementation of regular position analysis can improve work efficiency and assist management in identifying training needs. Thus, position analysis can be said to be a strategic instrument that supports human resource development and the achievement of organizational goals.

Conclusion

Based on the results of a review of ten articles on job analysis and three additional journals related to psychological safety, it can be concluded that job analysis has a very important role in improving employee performance. A proper position analysis is able to provide clarity regarding the duties, responsibilities, and competencies needed in a position, making it easier for organizations to place employees according to their abilities. Appropriate placement not only increases work effectiveness, but also has an effect on employee motivation, satisfaction, and productivity.

In addition, findings from related journals suggest that psychological safety is an additional factor that strengthens the relationship between job analysis and employee performance. A psychologically safe work environment, where employees feel free to express their opinions, are not afraid of being wrong, and are valued, encourage creativity, courage to try new things, and a sense of meaning at work. This condition contributes to increased productivity as well as overall performance.

Thus, it can be concluded that job analysis and psychological security are two aspects that complement each other in supporting the improvement of employee performance. Job description provides structure and clarity of roles, while psychological security creates mental conditions that allow employees to perform their roles more optimally. The combination of the two is an important strategy in developing human resources and achieving organizational goals.

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