Literature Review: The Role of Job Analysis on Employee in Organizations Trought the Perspective of Psychological Safety

Jovanka Jovanka[1]

[1]Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, 202210515075@mhs.ubharajaya.ac.id

Corresponding Author: 202210515075@mhs.ubharajaya.ac.id

Abstract: This study aims to determine the extent to which job analysis plays a role in improving employee performance within an organization. Job analysis is a method, procedure, and series of activities carried out to collect and analyze information related to a job, including task descriptions, performance indicators, required educational qualifications and competencies, job implementation procedures, expected results, and aspects of compensation and job evaluation. Proper job analysis and a supportive environment can provide psychological safety for employees, making it easier to achieve organizational goals. The method used in this study was a literature review, examining 10 journals related to job analysis and employee performance, followed by descriptive analysis. The results show that the role of job analysis in employee performance can occur through an understanding of the tasks, responsibilities, and qualifications specified. In addition, work motivation is a factor that emerges and can improve employee performance.

Keywords: Organization, Employee Performance, Job Analysis, Psychological Safety

Introduction

Organizations need adequate human resources to support their vision and mission and achieve their goals. Human resources are an integral part of every organization, playing a decisive role in ensuring the organization's sustainability, role, and contribution to the effective and efficient achievement of its goals (Alfansyah et al., 2023). Human resources are important in organizations in relation to employees. Employees are a key part of a company, playing an important role in increasing the productivity and effectiveness of the organization, as well as functioning as planners, supervisors, and controllers of various company operational activities (Wahdati et al., 2022).

Every employee is expected to perform optimally in carrying out their duties, but this is not always easy to achieve because there are still employees who perform poorly or experience a decline in productivity (Nastriana & Budiarta, 2025). One of the efforts that can be made is to place individuals in appropriate positions and roles, so that the human

resources owned by the organization can work optimally and contribute effectively in achieving organizational goals (Fitria et al., 2024). According to Robbins (2006), employee performance is the achievement of work results produced by individuals based on the implementation of tasks in accordance with the standards and provisions applicable in a job. Performance evaluation is carried out as a form of assessment of individual work results to assess the level of productivity achieved by each employee in carrying out their responsibilities and duties in accordance with the provisions set by the organization or company (Efendi et al., 2024). Job analysis assists in assessing employee performance in an organization to provide an overview of employee productivity at work.

Armstrong (2009), job analysis is a method, procedure, and series of activities carried out to collect and analyze information related to a job, which includes a description of tasks, performance indicators, required educational qualifications and competencies, job implementation procedures, expected results, and aspects of compensation and job evaluation (in Anggraini et al., 2024). In addition, job analysis is useful as a systematic method for identifying and analyzing the various requirements needed in a job, including the qualifications and characteristics of suitable employees. Through this process, organizations can ensure that the human resources recruited have the abilities and competencies necessary to perform their duties optimally (Sativa et al., 2022). Job analysis provides information that can describe employee performance, including details about the tasks performed, individual requirements and responsibilities, and working conditions (Shafariah, 2022). This information serves as an important basis for objective and targeted employee performance appraisals.

However, technical fit is not the only factor that determines the relationship between job analysis and performance outcomes; there are other factors, such as the psychosocial context in the workplace, including employee psychological safety. Psychological safety is the belief that the workplace environment is safe for taking interpersonal risks (Edmondson & Bransby, 2023). Psychological safety plays an important role in supporting performance by creating conditions that encourage open communication, idea sharing, and asking questions. Psychological safety helps individuals and teams achieve desired results (Edmondson & Bransby, 2023). In addition, psychological safety can increase open and authentic behavior when interacting with others, increase engagement and satisfaction in work, and improve how to respond to pressure and stress in the workplace. It also helps create a friendly and pleasant team environment (Patil et al., 2025).

Psychological safety in a company can be established through leadership that guides, mentors, and teaches employees so that they have the confidence and sense of security to come up with new work ideas (innovations), dare to try new experiences, express their ideas, and take risks and participate in work without feeling pressured or afraid to contribute (Uguy et al., 2024). Based on the above description, job analysis, psychological safety, and employee performance are interrelated, where clear job design based on job analysis can create supportive psychosocial conditions, which in turn improve individual and team performance so that organizational goals can be achieved effectively.

Research Methods
The literature study used in this research includes collecting library data, reading, taking notes, and managing research data on the role of job analysis on employee performance in organizations in a systematic, honest, analytical, and critical manner. Using platforms such as Lens.org, Publish or Perish, and Google Scholar, relevant research was found in academic

databases. Furthermore, this study uses descriptive analysis in analyzing the data found. Data analysis begins by comparing other findings with those that are most relevant, relevant, and sufficiently relevant. In addition, the year of research uses journal references by limiting the range to five years. The researcher then reads the abstract of each study to determine whether the issues discussed are in line with the issues that the study seeks to resolve.

Table 1: 10 Literature Reviews

Yes	Author	Tittle	Method	Results
1.	Ai Nuryanti, Mamik Indaryani, Sutono (2025) (Nuryanti & Indaryani, 2025)	The Effect of Position Analysis and Career Development on Performance Through Employee Work Motivation	Explanatory approach and sampling technique: purposive sampling	Job analysis has a significant direct impact on employee performance of 0.216, which means that good job analysis can have an impact on the tasks performed by employees. In addition, the suitability of job analysis can increase employee work motivation, and career development can affect work motivation because when organizations provide opportunities for employees to develop their become careers, they more enthusiastic in carrying out their work.
2.	Acep Samsudin, Budi Prabowo, Wanda Noer Alichia, Bintaniya Zakka Al-Madani, Asyam Rafi Renardi (2024). (Samsudin et al., 2025)	The Effect of Position Analysis on Employee Performance in Achieving Organizational Goals	qualitative through the literature review approach method.	This study found that job analysis significantly affects employee performance, which is crucial for organizational achieving goals. Job analysis plays a role in helping organizations build efficient work structures and manage human resources optimally, thereby increasing operational efficiency and employee satisfaction. This study also explains that low employee performance can have a negative impact on the

No.	Author	Title	Method	Results
				achievement of organizational goals, making job analysis necessary.
3.	Oriza Siti and Sativa, Mardiana, Maksum Syahri Lubis (Sativa et al., 2022)	The Role of Position Analysis on Employee Performance at the Regional Secretariat of Batu Bara Regency	Qualitative	The implementation of job analysis at the Batu Bara Secretariat has proven to be effective, with job descriptions aligned with employee responsibilities and qualifications. This study shows that most job descriptions reflect the regulations established in management so that employees' understanding of their duties and responsibilities can support the organization's objectives
4.	Ainun Ma'rifah, Mufti Siti Hamidi, Khotijah, and Mu'alimin (2024). (Ma'rifah et al., 2024)	Position Analysis in Improving Teacher Performance in Schools	Literature review	Job analysis can improve teacher performance, including professional skills, communication skills, and administrative support. In addition, job analysis can help identify teachers with high potential and provide further assistance to improve their performance.
5.	Arif Fajar Prasetyo, Deni Ramdani (2024). (Prasetyo & Ramdani, 2024)	The Urgency of Position Analysis on Employee Performance (Literature Study)	Literature Review	This study explains that Job analysis can affect employee performance. Structured and systematic job analysis planning by organizations can Increase self-actualization and Improve employee productivity. In addition, it provides employees with access to carry out their work fully in

No.	Author	Title	Method	Findings
				accordance with the organization's objectives.
6.	Ika Cahya Lestari and Qiqi Asmara (2024). (Lestari & Asmara, 2024)	The Effect of Position Analysis on the Performance of Secretariat Employees at the Regional Planning and Development Agency (BAPPEDA) of the Special Capital Region of DKI Jakarta	Quantitative	This study found that job analysis has a positive effect on employee performance at the Jakarta Regional Planning and Development Agency. This means that when job analysis improves, employee performance will also improve, thereby optimally affecting organizational effectiveness.
7.	Alfansyah, Dian Herdiana, and Sudirah (2023). (Alfansyah et al., 2023)	The Effect of Position Analysis on Employee Performance at the Regional Secretariat of Paser Regency	Explanatory Research with a Quantitative Approach	The findings of this study are that job analysis, which describes job descriptions and specifications, has an impact on employee performance at the Paser Regency Regional Secretariat. This reinforces the importance of clearly defined roles within an organization.
8.	Anggun Octaviany and Habiburrahman (2025). (Octaviany & Habiburrahman, 2025)	The Relationship of Position Analysis and Workload to the Performance of Employees of the Lampung Regional Settlement Infrastructure Center of the Ministry of Public Works	Descriptive quantitative	This study shows that there's a link between Job analysis and employee performance, where employees can understand the tasks, and qualifications needed for each position they hold. Also, workload is related to employee performance in terms of productivity, so that the quality of work produced can contribute optimally to organizational goals. Balanced tasks, a full understanding of the tasks being performed.

				and responsibilities based on job analysis can encourage improved employee performance.
9.	Mastina Maksin, Diva Putri Anindita, Hikmah Rahmadaniati Primania (2023). (Maskin et al., 2023).	The Effect of Position Analysis on the Performance Achievement of Probolinggo City Social Service Employees	Qualitative Research Method with Descriptive Analysis.	This study shows that job analysis has a significant effect on employee performance in government agencies. These findings also confirm that accurate Information from job analysis results is needed to support effective human resource management, especially in the recruitment and selection process. In addition, the results of this study emphasize the importance of job analysis as a basis for planning, task design, and human resource quality development within organizations.
10.	Scott, M.D. (2023). (Mildawani, 2023)	The Role Analysis In Improving Employee Performance In Organization	Descriptive Qualitative	This study shows that Job analysis plays an Important role In Improving employee performance through a better understanding of roles, suitability, and increased motivation in the work environment. Job analysis can help organizations select the right employees in line with organizational goals because a clear understanding of tasks, responsibilities, and qualifications can increase employee motivation and support employees in developing competencies, thereby

improving the overall effectiveness and efficiency of the organization.

Result and Discussion

Based on the results of analysis in previous journals, it was found that job analysis can have a positive impact on employees through an understanding of the tasks, responsibilities, and qualifications required for each position. This is related to the research conducted by Octaviany & Habiburrahman (2025), which highlights that employees can understand the tasks, responsibilities, and qualifications required for each position. A strong understanding of the work involved can help employees carry out their duties. Research conducted by Lestari & Asmara (2024) shows that job analysis can help identify employees with high potential and provide further assistance to improve their performance. When employee performance improves, it will have an impact on the optimal effectiveness of the organization.

This is related to Maskin et al (2023) research, which explains that the importance of job analysis that contains accurate information and precise analysis results can help as a basis for planning, task design, and human resource quality development within an organization. Job analysis plays an important role in the sustainability of an organization in achieving its vision and mission through the necessary human resources. In addition, job analysis can help identify workers with high potential and provide further assistance to improve their performance (Ma'rifah et al., 2024). Prasetyo & Ramdani (2024) state that job analysis can influence employee performance, as structured and systematic job analysis planning by organizations can increase self-actualization and improve employee productivity.

Research conducted by Nuryanti & Indaryani (2025) found that job analysis suitability can increase employee work motivation and career development can influence work motivation. Work motivation can be understood as the drive or enthusiasm that encourages individuals to carry out their work with full effort and work effectively to achieve organizational goals (Adinda et al., 2023). Work motivation can influence increased employee performance. Mildawani (2023) research, employee performance can be improved through a better understanding of roles, suitability, and increased motivation in the work environment. This understanding can be realized if the information provided regarding the responsibilities, duties, and qualifications required by the organization is accurate, so that the organization's goals can be achieved.

Conclusion

Job analysis plays an important role and contributes to human resource management related to improving employee performance so that it can have an impact on optimal organizational effectiveness. With an understanding of the tasks, responsibilities, and qualifications required by the organization through accurate planning and information as well as strong analysis results, it can help employees improve their performance and work productivity. In addition, job analysis can identify employees with high potential and provide further assistance to improve their performance.

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