



ENHANCING PRODUCTIVITY THROUGH PSYCHOLOGICAL PERSPECTIVES IN THE ERA OF GLOBAL TRANSFORMATION

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## The Effectiveness of Observation in Job Analysis and Its Impact on Work Motivation

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**Abstract:** Job analysis plays an Important role in responding to the challenges of human resource management in an era of global competition. Based on a review of ten journals using descriptive qualitative methods, observation has been proven to be an effective job analysis method capable of producing objective work behavior data for the preparation of accurate job descriptions and job specifications. Accurate job descriptions help avoid overlapping tasks and ensure that human resources are placed according to their competencies. Psychologically, the effectiveness of observation is greatly influenced by its approach. Open and participatory observation increases role clarity and work motivation, while rigid observation can cause stress and reduce morale. Therefore, the implementation of job analysis must be carried out professionally, ethically, and humanely in order to improve organizational competence and effectiveness of the organization.

**Keywords:** Job Effectiveness, Job Analysis, Observation Methods, Work Motivation.

### Introduction

In today's era of globalization, rapid developments in business organizations that are increasingly competing to improve the quality of the workforce needed are useful for achieving company targets. This improvement in human resources is carried out through the implementation of good human resource management. With the current increase in the workforce, organizations must be able to think about utilizing the progress of a company if they want to achieve their desired goals. The most important approach is to maintain a development strategy for the company to achieve effective observation in job analysis that protects an organization when managing changes in the work environment well, so that it becomes a positive response for employees themselves in developing competencies that continue to change along with technological developments. The effectiveness of observation in job analysis is also one of the important keys in human resource management that is reoriented towards optimal human development (Silvia, 2023).

Job analysis is a systematic process that aims to identify in detail the tasks, responsibilities, obligations, and job requirements needed in a position within an organization. Human resource management functions as a process of regulating job analysis carried out by a group of individuals or organizations to meet organizational objectives such as recruitment, selection, training, career development, and performance appraisal. A classic method that is often used as an effective means of job analysis is observation, which can provide an objective and comprehensive picture of the actual behavior of workers while performing their duties. Through observation, job analysis can directly identify everything from how individuals interact with work tools and the physical environment to their coworkers. The advantage of observation can be seen in its ability to minimize employee perception bias that often arises in the work environment. The results of observation can then help motivate employee performance based on organizational effectiveness, which can adjust individual characteristics to job demands while providing a basis for self-learning to place employees according to their potential and career development direction (Komalasari *et al.*, 2022).

According to Ramadhani (2022), job analysis consists of two main types of information for employees job descriptions and job specifications for companies to determine decisions made so that individuals occupy certain positions, making it easier to find job positions. This has been done in various organizations (Ramadhani, 2022). One relevant psychological phenomenon when conducting observations is the Hawthorne Effect, which refers to changes in participants' behavior when employees know they are being observed. This effect shows that observation is not always neutral, observers can modify motivation and productivity, confirming that observation can produce information that results in behavioral changes depending on the context, duration, and observation communicated to workers. Therefore, it is important to consider observation designs that enable organizations to prevent unwanted behavioral changes from occurring (Mccambridge *et al.*, 2014).

The impact of observation on positive employee work motivation is designed to be transparent and developmental in nature, which can increase engagement and a sense of being valued, thereby motivating employees. Negative work motivation observation through continuous electronic media monitoring can lead to increased stress, decreased job satisfaction, and employee resistance (Zhang *et al.*, 2025). Clarified by the observation method in job analysis, starting from observation, communication methods, worker perceptions, and ethical aspects, these become important factors that determine whether the effect will be motivating or detrimental. Then, observation is perceived as support and development that can strengthen motivation through a sense of job competence without any feelings that can weaken employee work motivation through a sense of self-control. For some professionals or other psychologists in the field of occupational psychology and human resources, it is important to design observation methods by considering aspects of worker perception, optimal benefits, and fairness in the workplace (Rezvan *et al.*, 2024).

In the context of job analysis, the effectiveness of observation lies not only in the ability of this method to obtain accurate work behavior data, but also in its impact on the psychological condition of the employees being observed. Job analysis not only serves to identify tasks and responsibilities, but also plays an important role in creating psychological safety in the workplace. The observation process in job analysis allows organizations to understand actual work behavior objectively so that they can minimize role ambiguity, which often triggers stress and psychological insecurity. Observations

conducted with a participatory and transparent approach foster a sense of ownership of one's work and increase motivation. Conversely, if observation is rigid, employees feel that they are being monitored for no clear reason, ultimately causing them to experience a decline in self-confidence and work motivation. Open observation monitoring aims to identify competencies that can improve performance and engagement, while controlled observation will have side effects such as stress and a decline in employee resistance. Further explanation of the effectiveness of observation in job analysis depends on the extent to which the observation method is carried out to consider humanistic aspects such as the perceptions, emotions, and psychological needs of workers, not just assessing technical performance. Companies and organizations are able to utilize observation to the extent that it becomes a shared tool rather than a means of surveillance, but rather a powerful instrument in increasing employee motivation and work welfare.

### **Literature Review**

This study uses a literature study method with a systematic review approach. According to Arisman (2024), the purpose of using a literature study method is to analyze factors using a technique used to collect, analyze, and interpret relevant literature or information that has been published. This method uses various sources of literature, such as books, articles, reports, and others, to provide a comprehensive understanding of the subject being studied. Furthermore, data analysis in this study consists of data collection and problem identification, which are then analyzed further to obtain a theoretical basis to support the research.

This study uses a literature review approach that examines various national journals related to the effectiveness of observation in job analysis and its relationship with psychological safety. The selection process was carried out by identifying key phenomena, collecting relevant articles, and analyzing theoretical findings in depth. This approach allowed researchers to see common patterns regarding how observation as a job analysis method can increase psychological safety through role clarity, open communication, and objective performance appraisal. The results of the study were synthesized to comprehensively understand the relationship between job analysis and the psychological conditions of employees.

The stages of the literature study in this research began with the initial stage of identifying the phenomenon that was the main focus of this study, the second stage of collecting and filtering data by selecting articles that were relevant and appropriate to the research, and the third stage of determining the selected journals, which were then analyzed in more depth to obtain a scientific theoretical basis. In this literature study, the data sources obtained consisted of 10 journals related to the research topic, namely "*The Effectiveness of the Observation Method in Job Analysis and Its Impact on Work Motivation.*"

### **Research Methods**

The following is a section that researchers will discuss from previous studies on the effectiveness of observation methods based on references from national and international journals that have been searched for in advance as research in companies and organizations.

#### **Implementation of Observation in Job Analysis and its Relation to Work Motivation**

Based on research conducted by Sofiani *et al.*, (2023), observation was used as the

main method in the job analysis process for village officials in Cisondari Village, Pasirjambu District, Bandung Regency. This study aims to identify performance issues and uneven workloads among village officials due to the lack of clear job descriptions and the fact that some village officials do not fully understand their specific responsibilities and job functions, which increases their workload and reduces the effectiveness of their work. Through advocacy and workshops, village officials were given an understanding of the importance of field observation related to their main duties, work interactions, and actual workloads in the village administration environment, and the results of these activities had a positive impact on the work motivation of village officials. The increase in motivation arose from a sense of role clarity and appreciation for individual contributions in a more measurable work system. This emphasizes that observation is not only a technical tool in job analysis, but also a means of building workers' self-awareness of their value and role in the organization, thereby increasing work engagement and responsibility. Thus, effective implementation of observation in job analysis can foster a productive and motivated work culture in the environment of village government organizations and companies.

### **Job Analysis in Improving Teacher Performance Effectiveness**

Based on research conducted by Rengganis *et al.*, (2025), this study highlights that placing teachers in positions that match their qualifications and skills has a direct impact on improving learning effectiveness and student learning outcomes. The results of the analysis show that teachers who understand their roles and responsibilities are able to demonstrate more consistent and efficient teaching performance compared to teachers who are placed without a job analysis basis. In this context, observation is an important method for collecting empirical data related to teachers' work behavior in the classroom, as it provides a factual picture of how teachers teach, manage the classroom, and interact with students. Observations are conducted objectively and have been proven to increase clarity of role and teacher confidence, which ultimately strengthens their work motivation and positively supports their psychological condition.

### **Result and Discussion**

The research results indicate that the observation method in job analysis has proven effective in producing more accurate, in-depth work information that reflects real-world conditions. Data collected through observation demonstrates that direct observation of employee activities allows researchers and HR analysts to capture details of work behaviors, interaction patterns, and operational obstacles that are often not revealed through other methods such as interviews or questionnaires. This finding is reinforced by the increased consistency between the resulting job descriptions and the day-to-day reality of the work, providing organizations with a more valid picture of task demands, competencies, and working conditions. The effectiveness of observation is also evident in its ability to identify actual workloads, skills gaps, and more specific training needs.

The research discussion also indicates that observation offers significant advantages in both routine and technical work contexts, as this method can uncover variations in work behavior that are not measured through self-report instruments. However, several limitations also arise, such as the potential for observer effects, where employees may change their work practices due to the knowledge that they are being observed. However, this impact can be minimized by using repeated observations, longer observation durations, and observer positions that do not disrupt work activities. Overall, this study confirms that the effectiveness

of observation in job analysis not only improves the quality of job information but also significantly contributes to increased work motivation through improved job structure, role clarity, and perceptions of fairness in job evaluation. These findings imply that organizations should integrate observation as a primary or complementary method in job analysis to create an effective work system oriented toward improving employee psychological well-being.

## Conclusion

Based on the results of the research literature study, the crucial determining factors in managing Human Resources (HR) have a direct impact on Work Motivation and organizational effectiveness. Systematic, transparent, and participatory observation has proven effective in producing accurate job descriptions (JD), which are a vital foundation for HR planning, recruitment, placement, and targeted delegation of authority, as well as for overcoming overlapping tasks (double job). Precise and clearly understood JDs will strengthen role clarity and foster a sense of ownership among employees, which is a powerful psychological stimulus for increasing motivation and work commitment. Conversely, observations that are strict and rigid in nature, without transparent communication, risk causing psychological pressure (negative Hawthorne Effect), stress, and a decline in work enthusiasm. Job analysis through observation has been proven to not only improve the accuracy of job descriptions, but also play a major role in building psychological safety in the work environment. The clarity of roles resulting from job analysis helps reduce task ambiguity, so that employees feel secure, valued, and confident in carrying out their work.

motivating and rewarding employee performance. Finally, thank you very much and apologies for any shortcomings. The author welcomes criticism and suggestions to motivate him/her in producing better literature reviews in the future.

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