

# THE ROLE OF JOB ANALYSIS IN IMPROVING EMPLOYEE PERFORMANCE IN ORGANIZATIONS

MM Tri Susetyaning Mildawani  
Perbanas Institute, Jakarta, Indonesia

---

## ARTICLE INFO

### Keywords:

Job Analysis, Employee Performance, Human Resource Management, Organization.

## ABSTRACT

Job analysis is a systematic process for understanding the duties, responsibilities, and job requirements required in a particular position. This research will explore how the application of job analysis can influence improving employee performance through increasing understanding, suitability and motivation in the workplace. This research aims to investigate the role of job analysis as an effective tool in improving employee performance in an organizational context. The research method used is a qualitative approach with descriptive methods. The results of research on job analysis in an organization show that this process has a crucial role in improving employee performance and managing human resources effectively. Job analysis helps in detailing the duties, responsibilities, skills, and qualifications required in a job, enabling selection of appropriate employees, development of competencies, fair performance appraisal, and improvement of operational efficiency. With a good understanding of their role in the organization, employees become more motivated and engaged in their work, which ultimately contributes to the achievement of organizational goals. Job analysis also helps avoid role conflict and creates alignment between organizational goals and individual roles.

---

E-mail:  
[mildawani@perbanas.id](mailto:mildawani@perbanas.id)

Copyright © 2023 Economic Journal. All rights reserved. is Licensed under a Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0)

## 1. INTRODUCTION

Strategic Human Resource Management refers to the integration of Human Resource Management practices with strategic objectives and responsibilities, with the aim of enhancing corporate performance, cultivating organizational cultures, and promoting innovation and adaptability (Hamid et al., 2022). It is evident that organizational leaders are required to establish a connection between the execution of human resource management and organizational strategy in order to enhance performance. Additionally, they must cultivate an organizational culture that fosters the implementation of innovation and adaptability. The role of human resources is of significant importance inside enterprises (Firdaus, 2018). Organizations are established with diverse ideas and objectives, aiming to serve the welfare of individuals, regardless of their form or purpose. It is evident that organizational leaders are required to establish a connection between the execution of human resource management and organizational strategy in order to enhance performance. Additionally, they must cultivate an organizational culture that fosters the implementation of innovation and adaptability. The significance of human resources inside enterprises is widely acknowledged (Abdullah, 2017).

The significance of human resources within an organization necessitates the acquisition of high-quality and highly productive people to effectively manage and operate the organization (Iskandar, 2018). One potential strategy for addressing challenges related to the acquisition of high-quality human resources is to conduct a comprehensive job analysis within a business (Setiyati & Hikmawati, 2019). Employee performance is a key factor in organizational success, and human resource management (HR) plays a very important role in optimizing employee potential. In this context, job analysis has become a fundamental instrument in HR management (Akbar, 2018).

Based on the findings of the job analysis, the firm will be able to establish the essential qualifications that prospective employees must possess prior to assuming a position, as outlined in position specifications and job descriptions (Sudiro, 2011). The job description encompasses the various duties, functions, authority, and obligations assigned to an employee. The job specification delineates the individuals responsible for doing the work and outlines the necessary qualifications, particularly with relation to individual competencies (Iskarim, 2017). The utilization of job analysis as a fundamental

framework for assessing employee performance. The frequency of this performance assessment typically occurs on an annual basis, although it ultimately depends on the specific policy of the business. According to Zulfikar (2020), the outcomes of the performance evaluation serve as the foundation for personnel agencies to make decisions on promotions to certain positions and job classifications.

The utilization of job analysis in the realm of human resource management is closely linked to multiple functions within this field. This is primarily due to its ability to generate comprehensive job descriptions that encompass various aspects of a position, including tasks, responsibilities, performance benchmarks, and job significance (Sinambela, 2021). The utilization of job analysis is not limited to major corporations, as job analysis is a fundamental requirement for all organizations to enhance organizational performance. The extent of necessity for job analysis is contingent upon the requirements of the organization (Suryani & Susanti, 2016). Public organizations are obligated to maintain a high level of work productivity in order to effectively accomplish their work objectives. The anticipated outcome of this job analysis is the development of a comprehensive job description that aligns with the requisite skills, obligations, abilities, and knowledge necessary for human resources to effectively perform specific job roles (Asuti, 2018).

However, although job analysis has long been recognized as an important tool in HR management, there has not been enough research to comprehensively reveal its true role and impact in improving employee performance. Some organizations may feel that job analysis is simply a routine administrative procedure that does not make a significant contribution to day-to-day performance. Therefore, the need for this research is relevant and urgent. Previous research has mainly focused on aspects such as competency development, training, and employee rewards as ways to improve performance. However, no research has paid sufficient attention to the role of job analysis in this context. Job analysis, which involves identifying job duties, responsibilities, and requirements, has the potential to influence employee performance in several ways.

With a better understanding of the role of job analysis in improving employee performance, organizations can take more appropriate steps in designing more effective HR policies and practices. It can also help organizations avoid wasting resources and achieve their business goals more efficiently. Therefore, this research is important to fill this knowledge gap and provide deeper insight into how job analysis can be applied as a strategic tool in improving employee performance in various organizational contexts. Thus, this research can provide practical guidance for leaders and HR professionals in optimizing the use of job analysis as an integral part of effective HR management.

## **Literature Review**

### **Job Analysis**

According to Taggala (2015), job analysis refers to the systematic process of gathering comprehensive information pertaining to the essential elements required to fulfill the responsibilities associated with a specific role. Furthermore, as argued by Arismunadar and Khair (2020), job analysis is a crucial decision-making procedure that involves the transformation of task-related, human-related, and technological-related aspects into a well-structured work design. The primary purpose of job analysis is to methodically gather data and make informed assessments concerning all pertinent facts pertaining to a certain work. The outcomes of job analysis serve as crucial input for many human resource functions. The primary objective of job analysis is to furnish management with a comprehensive comprehension of job content and requisites (Wahdati et al., 2022).

The purpose of job analysis or position analysis is to understand the duties and responsibilities that must be carried out by employees in a position or position. By understanding these duties and responsibilities, companies can develop clear and structured job descriptions, determine appropriate selection criteria, assess employee performance more objectively and measurably, and determine salary levels that are appropriate to the tasks undertaken (Wiranda & Purba, 2020).

Apart from objectives, job analysis also has several benefits for the company. According to Sedarmayanti (2009), the benefits that can be obtained from the job analysis process include: a) Attraction, selection and placement of employees; b) As a basic guide in preparing training and development programs; c) Assess work performance/implementation; d) Improve the way employees work; e) Plan the organization to meet the requirements/improve the organizational structure according to the load and function of the position; f) Plan and implement employee promotions and transfers; g) Employee guidance and counseling.

## Employee performance

Employee performance is an inseparable part of the scope of the organization or company, and all parties involved in the company. Employee performance also plays an important role as a reference in assessing employee quality in order to maintain the productivity of all employees working in the company (Rivaldo, 2022). If an employee's performance is considered good, then the employee is entitled to receive appreciation or other forms of reward from the company. Employee performance is a measure of the extent to which an employee has succeeded in achieving the goals and standards set by the company or organization where they work (Nawawi, 2001). Employee performance can also be interpreted as the results achieved by an employee in carrying out his duties and responsibilities in the organization.

There are several factors that can influence employee performance in the workplace, ranging from motivation, environment, career, to compensation. It is important for a company not to ignore the needs of these employees, so that the performance of each employee remains good (Isnaini et al, 2018). The following are several factors that influence employee performance, namely:

- a) Work motivation. Work motivation is a very important factor in improving employee performance. Motivated employees will work harder and be more productive. Work motivation can come from within employees or from outside, such as recognition, appreciation, and opportunities for development.
- b) Work environment. A good work environment can improve employee performance. A comfortable, clean and safe work environment will make employees feel comfortable and more focused in doing their work. Apart from that, a work environment that is friendly and full of togetherness can also increase employee work motivation.
- c) Leadership. Good leadership can also influence employee performance. Effective leadership can provide clear direction, motivate employees, and build good working relationships between employees and superiors. Conversely, poor leadership can make employees feel uncomfortable and unmotivated to work.
- d) Career development. Career development is an important factor in improving employee performance. Employees who have the opportunity to develop their skills and careers will feel more motivated to work and better prepared to take on greater responsibilities.
- e) Incentives and Compensation . Fair and adequate incentives and compensation can also influence employee performance. Employees who feel appreciated and given proper recognition for their work will work harder and be more productive.
- f) Company policy. Company policies can also influence employee performance. Fair and consistent policies will make employees feel valued and motivated to work. On the other hand, unclear or unfair policies can make employees feel uncomfortable and unmotivated to work well.

## 2. METHOD

This study employs a qualitative research methodology, specifically employing a methodical strategy to investigate and analyze an object within its natural context, without any intentional manipulation or hypothesis testing. The qualitative research method is commonly referred to as the "naturalistic research method" due to its execution in natural conditions or settings. It is also known as the ethnographic method, primarily employed in the field of cultural anthropology. Additionally, it is labeled as a qualitative method as the data collection and analysis predominantly involve qualitative aspects (Moleong, 2018). This study falls under the category of library research, specifically focusing on utilizing library data in the form of books as the primary source of information. In this study, the researchers utilized secondary data, namely secondary data obtained by literature review encompassing primary sources, particularly library materials, derived from books and scholarly publications available in libraries. In order to assess the reliability of the data, it is necessary to conduct a credibility test through the application of triangulation. This method is employed not only to ascertain the accuracy of multiple phenomena, but it has been observed that triangulation also emphasizes the efficiency of the process and the attainment of desired outcomes .

## 3. RESULTS AND DISCUSSION

### Job Analysis Process in organizations

Job analysis is systematic steps, research and recording carried out in detail regarding the responsibilities, duties, skills required, accountability, work environment and ability requirements needed to carry out a particular job position. In job analysis, it is also taken into account the extent of the importance of a task, responsibility, or physical and emotional skill for that job position in a relative

context. All of these factors together determine what is required by a job position and the qualifications that employees must have to be able to carry out the job effectively (Luis Marnisah et al, 2021).

The job analysis process involves an in-depth investigation with the main aim of controlling work results, namely so that the work can be done well. This process aims to identify the needs of a particular department or work unit and determine the requirements that prospective employees must have. Apart from that, this process also plays a role in determining aspects related to the job position, such as the name of the position, work location, summary of job duties, tasks included in it, working conditions, potential risks, equipment and machines used, work tools, equipment and materials used by employees or prospective employees who will be recruited (Pujangkoro, 2004).

However, the purpose of the investigation is not restricted to discovering these elements. The goals also involve determining the individual qualifications required for the post. amount of education, experience, decision-making abilities, training, initiative, leadership qualities, physical capabilities, communication abilities, amount of responsibility, accountability, personal attributes, and emotional components are all factors. These characteristics differ depending on the position's kind, amount of seniority, industry, and level of risk. The information acquired through job analysis is crucial in controlling work outcomes in a certain position. Job success is primarily reliant on objective, precise, and extensive job analysis. Job analysis is also important in the recruitment process, assisting firms in selecting employees who are most suited for open positions (Purnamasari, 2020).

Aside from that, job analysis influences the determination of salary and incentives for certain occupations. This assists HR managers in choosing the proper wage and benefits package for each role. Job analysis is also used to determine the training and development needs of present employees in that role. Furthermore, the job analysis method serves as the foundation for planning and developing policies and strategies that can assist businesses in more effectively achieving their goals and objectives.

However, job analysis does not guarantee that managers or organizations will achieve the desired results. In fact, gathering and recording information for a certain job is complicated. Employees will be unable to perform their jobs properly if position information is erroneous and not verified on a regular basis. Employees frequently perform more duties while just a portion of them are recorded by their supervisors. This leads to misconceptions from superiors. The time and attention spent on doing job analysis is wasted as long as managers are unaware of what employees are doing or what they are expected to do. As a result, conducting a job analysis necessitates gathering as much information about what employees do as possible, both in terms of quality and quantity (Sudiro & Putri, 2023).

A thorough and unbiased examination or research of a specific work is beneficial not just to managers but also to personnel. Managers understand who and why people are hired. They have the ability to fill positions with the right personnel. Existing personnel, on the other hand, can understand what and how they should work, as well as the desired output. As a result, job analysis develops a match between the role and the person entrusted with it.

Specifically, the process of job analysis can be divided into several steps, namely as follows:

- 1) Determine the Goal of Job Analysis: Any procedure is pointless unless its goal is clearly defined. As a result, the initial step in the process is to identify the requirements and intended outcome. Energy, thought, and money are all wasted until HR managers understand why data must be collected and what will be done with it.
- 2) Analysis on Who Will Do the Job: The second most significant aspect of job analysis is determining who will perform the task. Some firms prefer to have this done by the HR department, while others prefer independent experts. Job analyst consultants may be more suitable because they provide objective counsel, guidance, and approaches. He doesn't like or detest anyone, thus he must behave fairly.
- 3) How to Execute the Procedure: The next stage is to determine how the job analysis will be performed. For examining a certain position, a prepared approach to how to conduct the complete procedure is required.
- 4) Making Strategic Decisions: The moment has come to make strategic decisions. It is about deciding how much employees are involved in the process, how thoroughly data is collected and documented, the sources of the data, data gathering methods, information processing, and data sorting.
- 5) Job Analyst Training: The next step is to train analysts on how to carry out the process and choose data collecting and recording methods.

- 6) Job Analysis Process Preparation: The next stage is to communicate it inside the organization. HR managers must communicate everything clearly so that employees fully support the job analysis. Document preparation, surveys, interviews, and feedback forms are also part of this stage.
- 7) Data Collection: The next step is to gather information on the role, such as the employee's educational qualifications, required skills and abilities, working conditions, position activities, reporting hierarchy, required human personality qualities, duties and responsibilities, and employee behavior.
- 8) Documentation, Verification, and Review: Proper documentation is created to verify the legitimacy of the data obtained and then reviewed. This is the final data used to describe a specific position.
- 9) Create a Job Description and Job Specifications: It's time to turn the data you've gathered into useful information. A Job Description outlines a position's functions, activities, obligations, and responsibilities, whereas a Job Specification is a declaration describing the qualifications, experience, individual personality qualities, and abilities needed to occupy a post.

### **The Role of Job Analysis in Improving Employee Performance in Organizations**

Job analysis is the most basic part of human resource management. Due to the results of job analysis, the organization will be able to determine what characteristics employees must have before occupying a position. And the output is in the form of position specifications and job descriptions. In a government environment, position analysis is useful to find out whether employees understand the duties of the position they occupy. This research aims to find out the role of job analysis on employee performance. The following are several roles of job analysis in improving employee performance.

- 1) Identifying Duties and Responsibilities  
Job analysis helps in detailing the duties and responsibilities that must be carried out by an employee in a job position. Thus, job analysis creates a clear and detailed picture of what an employee should do in his job. This is very important because it helps employees understand their roles well, set clear expectations, and ensures that they focus on tasks that are relevant and aligned with their job objectives. With a better understanding of what is expected of them, employees tend to be more motivated and able to do their jobs more effectively.
- 2) Selection of the Right Employees.  
With a deep understanding of job requirements through careful job analysis, organizations have an edge in the recruitment process. This allows them to assess prospective employees more thoroughly and select the individuals who best meet the qualifications required for a particular position. By recruiting appropriately qualified individuals, organizations increase the chances of success in the job, reduce the risk of failure or competency gaps, and overall optimize employee productivity and contributions to the achievement of organizational goals. Apart from that, proper recruitment can also reduce the costs and time required for additional training, because prospective employees already have the appropriate qualifications from the start.
- 3) Employee Development.  
Job analysis is a strong basis for designing effective training and development programs for employees. By properly understanding job needs and requirements, organizations can identify employee weaknesses and strengths in the context of their positions. This information allows organizations to craft training that is highly relevant and tailored to individual needs, thereby helping employees to overcome their weaknesses and strengthen necessary skills. As a result, employees become more competent and confident in carrying out their tasks, which in turn increases their productivity and performance, as well as making a positive contribution to achieving overall organizational goals. Thus, job analysis plays an important role in supporting employee professional development and organizational growth.
- 4) Fair Performance Appraisal.  
Job analysis creates an objective and measurable basis for evaluating employee performance. By having clear job descriptions and predetermined requirements, organizations can compare employee achievements with predetermined expectations. This not only ensures that performance appraisals are conducted fairly, but also provides a consistent basis for measuring each employee's contribution to organizational goals. Thus, job analysis helps organizations make the right decisions regarding promotions, compensation, development, or performance improvements that need to be made, and at the same time encourages employees to achieve standards that have been set more clearly and measurably.
- 5) Human Resource Needs Planning.

Job analysis plays a key role in human resource (HR) needs planning by providing in-depth insight into job requirements. By better understanding the tasks and competencies required for each position, organizations can plan HR needs more accurately and efficiently. This allows for more targeted HR management, by determining the number and type of employees needed to achieve organizational goals. Additionally, job analysis helps in identifying gaps in required capabilities or competencies, so that the organization can take actions such as timely training or recruitment to meet those needs. Thus, job analysis becomes a strategic tool in effective and efficient HR management.

6) Increased Motivation.

Employees who have a deep understanding of their jobs have clarity in their roles and contributions to achieving organizational goals. They recognize that their work has a significant impact on the success of the organization and that they are an important part of the process. This awareness drives strong intrinsic motivation, because employees feel that what they do has value and meaning. They are more likely to feel engaged in their work, feel more responsible for work results, and strive to achieve higher levels of performance. Therefore, a clear understanding of their role in the work context not only increases motivation, but also results in better performance and greater contribution to overall organizational achievement .

7) Reducing Role Conflict.

Job analysis plays an important role in avoiding overlaps and conflicts in responsibilities between employees or departments within the organization. By having a clear understanding of the duties and responsibilities associated with each position, organizations can avoid ambiguity and overlap that may arise. This helps clarify who is responsible for what, avoid uncertainty, and reduce potential conflict among competing team members or departments. Job analysis also creates an objective basis that can be used to resolve disputes that may arise regarding responsibilities. Thus, job analysis not only promotes efficiency in the organization but also creates a more harmonious and collaborative work environment.

8) Design Appropriate Policies and Strategies.

Data obtained through job analysis provides a strong basis for designing organizational policies and strategies that are in accordance with the goals to be achieved and the tasks that must be carried out. Detailed information about job requirements, responsibilities, and required competencies helps leaders and management make data-driven decisions. This allows organizations to identify areas where improvement is needed, develop policies that support employee development, and design strategies to achieve operational efficiencies. Thus, job analysis plays a key role in aligning all aspects of an organization with its ultimate goals, which helps organizations perform better and achieve long-term success.

9) Organizational Alignment.

Job analysis has an important role in creating crucial alignment between the tasks and goals of the organization and the employees who occupy that position. By understanding the job requirements in detail, organizations can ensure that every task performed by employees contributes directly to achieving organizational goals. This creates a clear focus in the work performed by employees and helps them see how their role supports the overall vision and mission of the organization. This alignment not only increases employee motivation and commitment to organizational goals, but also helps create a work culture that is more focused on results. Apart from that, job analysis also allows organizations to adjust employee duties and responsibilities in accordance with developments in company strategy and goals. Thus, job analysis creates a robust framework for linking individual roles to the achievement of an organization's collective goals.

10) Efficiency Improvements.

A deep understanding of the job through job analysis is the key to identifying potential increases in efficiency in carrying out the duties of the position. When organizations have a clear understanding of every aspect of the work performed by employees, they can critically evaluate existing processes and look for ways to optimize them. This includes identifying steps that can be improved, eliminating unnecessary tasks, introducing technology or tools that can increase productivity, and reorganizing work processes to reduce wasted time and resources. With a good understanding of work, organizations have a strong foundation for making continuous improvements, generating greater efficiencies, and directing their resources in the most productive directions. This not only benefits the organization in economic terms, but can also

help improve the quality of work and employee satisfaction. In other words, a good understanding of the job is the key to creating a more efficient and high-performance work environment.

#### 4. CONCLUSION

The job analysis process in an organization is a systematic and important step in managing human resources. In this process, the duties, responsibilities, skills, and qualifications required for a job position are analyzed in depth. The goal is to identify the needs of the department or work unit, determine employee requirements, and create a match between the position and the individual who occupies it. This process also impacts the determination of employee compensation, training, and development and forms the basis for designing organizational policies. However, it is important to carry out job analysis carefully and objectively so that the information obtained can be used effectively. This involves steps such as identification of objectives, selection of appropriate job analysts, planned analysis methods, accurate data collection, and careful documentation. This entire process helps organizations optimize performance and take strategic decisions regarding their human resources. Job analysis has a very important role in improving employee performance in the organization. Some of the main roles of job analysis that have been described above include identification of duties and responsibilities, selection of appropriate employees, employee development, fair performance appraisal, planning human resource needs, increasing motivation, reducing role conflict, designing appropriate policies and strategies, organizational alignment, and efficiency improvements. Job analysis provides a strong basis for understanding jobs in depth, helps in determining the characteristics that employees who occupy a position must have, and creates clear job descriptions. This enables organizations to manage their human resources more effectively, from recruitment to training, performance appraisal and career development. With a good understanding of their role in the organization, employees tend to be more motivated, feel engaged in their work, and be more effective in achieving their goals. Job analysis also helps avoid role conflict, creates alignment between organizational goals and individual roles, and increases operational efficiency through identifying potential improvements.

#### REFERENCES

1. Abdullah, H. (2017). Peranan manajemen sumberdaya manusia dalam organisasi. *Warta Dharmawangsa*, (51).
2. Akbar, S. (2018). Analisa Faktor-faktor yang mempengaruhi kinerja karyawan. *Jiaganis*, 3(1).
3. Arismunandar, M. F., & Khair, H. (2020). Pengaruh Kompensasi, Analisis Jabatan dan Pola Pengembangan Karir Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 273-282.
4. Astuti, W. (2018). Implementasi Analisis Jabatan Dalam Penempatan Pegawai Di Bagian Kepegawaian Sekretariat DPRD Kabupaten Bandung. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 2(3), 178-207.
5. Firdaus, F. (2018). Pengaruh Pengembangan Sumber Daya Manusia Terhadap Kinerja Di Lingkungan Pemerintahan Kabupaten Murung Raya. *Jurnal Ilmiah Ekonomi Bisnis*, 4(2).
6. Hamid, Z., Muzamil, M., & Shah, S. A. (2022). Strategic human resource management. In *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 1-16). IGI Global.
7. Iskandar, D. (2018). Strategi peningkatan kinerja perusahaan melalui pengelolaan sumber daya manusia dan kepuasan kerja dan dampaknya terhadap produktivitas karyawan. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 12(1), 23-31.
8. Iskarim, M. (2017). Rekrutmen Pegawai: Starting-Point menuju Kinerja Organisasi yang Berkualitas dalam Perspektif Manajemen Sumber Daya Manusia dan Islam. *Manageria: Jurnal Manajemen Pendidikan Islam*, 2(2), 307-327.
9. Isnaini, F. Z., Sunuharyo, B. S., & Aini, E. K. (2018). Pengaruh kepuasan kerja terhadap kinerja karyawan dengan variabel mediator Organizational Citizenship Behavior (OCB)(Studi pada karyawan Hotel Sahid Montana Malang). *Jurnal Administrasi Bisnis*, 61(3), 100-108.
10. Luis Marnisah, M. M., Zamzam, H. F., & MM, M. (2021). *Manajemen Analisis Jabatan*. Deepublish.
11. Moleong, L. J. (2018). Metode penelitian kualitatif, cetakan ke-37. Bandung: PT. Remaja Rosdakarya.
12. Nawawi, H. (2001). Manajemen sumber daya manusia.
13. Pujangkoro, S. A. (2004). Analisis jabatan (job analysis).
14. Purnamasari, L. M. (2020). Proses Analisis Jabatan Nu Care-Lazisnu Kota Bandung. *Jurnal TEDC*, 14(3), 284-290.

15. Rivaldo, Y. (2022). Monograf Peningkatan Kinerja Karyawan.
16. Setiyati, R., & Hikmawati, E. (2019). Pentingnya perencanaan SDM dalam organisasi. In *Pentingnya Perencanaan Sdm Dalam Organisasi Forum Ilmiah* (Vol. 16, p. 215).
17. Sinambela, L. P. (2021). *Manajemen Sumber Daya Manusia: Membangun tim kerja yang solid untuk meningkatkan kinerja*. Bumi Aksara.
18. Sudiro, A. (2011). *Perencanaan sumberdaya manusia*. Universitas Brawijaya Press.
19. Sudiro, A., & Putri, O. A. (2023). *Manajemen sumber daya manusia*. Bumi Aksara.
20. Suryani, A., & Susanti, R. (2016). Pengaruh Analisis Jabatan Dan Pengembangan Karir Melalui Kompetensi Terhadap Kinerja Pegawai Kantor Kementerian Agama Kabupaten Tebo. *J-MAS (Jurnal Manajemen dan Sains)*, 1(1), 15-20.
21. Taggala, M. (2015). Analisis Jabatan. *Yogyakarta: Kurnia Global Publishing*.
22. Wahdati, A., Octaviani, F., & Komalasari, S. (2022). Pentingnya Analisis Jabatan Dalam Meningkatkan Kompetensi Organisasi. *Jurnal Ecoment Global*, 7(2).
23. Wiranda, A., & Purba, J. W. P. (2020). Pengaruh Pelaksanaan Analisa Jabatan (Anjab) Yang Tepat Terhadap Peningkatan Kinerja Pegawai Pada Dinas Pariwisata Kota Pematangsiantar. *Manajemen: Jurnal Ekonomi*, 2(1), 31-39.
24. Zulfikar, M. D. (2020). Pengaruh Gaya Kepemimpinan dan Analisis Jabatan terhadap Kinerja Karyawan pada Universitas Jabal Ghafur Sigli. *Jurnal Real Riset*, 2(3).