

## **INFLUENCE OF JOB ANALYSIS (JOB ANALYSIS) ON EMPLOYEE PERFORMANCE AT PT. HAYATI PRATAMA MANDIRI WEST SUMATRA**

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### **ABSTRACT**

This study aims to determine and analyze the Effect of Job Analysis (Job Analysis) On Employee Performance On PT.Hayati Pratama Mandiri West Sumatra. This research is exploratory research with research sample that is as much as 186 people. This study uses multiple regression analysis with the help of SPSS program version 22.00 with the results of research that is 1) Job description has a positive and significant impact on employee performance in PT.Hayati Pratama Mandiri West Sumatra. The better the existing job description, it will improve the performance of employees of PT. Hayati Pratama Mandiri, 2) Job specifications have a positive and significant impact on employee performance. The more exact job specification which means that each job has the exact requirements specifications and employees obtained in accordance with the specified specifications, it will improve the performance of employees PT.Hayati Pratama Mandiri, and 3) Job evaluation has a positive and significant impact on employee performance at PT. Hayati Pratama Mandiri. The better performing job evaluation will improve employee performance.

**Keywords: Job Analysis and Employee Performance**

### **INTRODUCTION**

The success of an organization is strongly influenced by the performance of its employees. Every organization and company will always strive to improve employee performance, in the hope that what the company's goals will be achieved. One business today continues to experience development is the automotive business. Companies engaged in the automotive sector are PT. Hayati Pratama Mandiri. PT. Hayati Pratama Mandiri, is a distributor or main dealer of Honda motorcycles in West Sumatra.

PT Hayati Pratama mandiri annually conducts an assessment of employee work which will be used as a basis for providing annual work prizes and also for selecting the best employees. This assessment is also used as an ingredient to increase employee career levels.

Based on the information from the Manager of PT.Hayati Pratama, it can be seen that the problem is that the existing performance appraisal has not been able to satisfy all parties so that an employee's assessment appears that the employee's assessment is not fair and transparent. This phenomenon arises because there is no standard measure of assessment made for all employees. When drawn to the root of the problem, the problem is the less optimal analysis of the work done by the company.

## **LITERATURE REVIEW**

### **Effect of Job Description on Employee Performance**

Performance assessment is done by comparing the performance of each employee with the company's performance standards. Managers use job descriptions to determine work activities and performance standards. Employees with good performance will meet the performance standards set by the company. Good performance reflects job descriptions correctly and vice versa. Poor performance indicates that job descriptions have not been implemented properly (Pattisahusiwa, 2013). It is also supported by Zubair and Khan (2014) Job descriptions or positions must be clearly defined for each position so that the official knows the duties and responsibilities he must do.

H1: Job description has a positive and significant effect on employee performance.

### **Effect of Job Specifications on Employee Performance**

Job specifications are obtained from a description that focuses on the requirements regarding the person needed by a position. Job specifications are actually a requirement that is determined to get employees that are in accordance with the needs of the company. Therefore, the company must strive so that employees who are accepted meet the specified job specifications. This is done so that they are able to work in accordance with what the company wants and are able to improve performance so that the company's goals will be achieved (Musyoka et.al, 2016). This is also reinforced by Zubair and Khan (2014) that in order to assess employee performance or performance, and distinguishing between employees who have high achievers and those who do not, it is necessary to specifically specify important and noncritical work requirements.

H2: Job specifications have a positive and significant effect on employee performance.

### **Effect of Job Evaluation on Job performance**

The results of research conducted by Kelatow, et al (2016) show that job evaluation has a significant influence on employee performance. Where job evaluation is a good tool to determine whether employees have provided adequate work results and have carried out performance activities in accordance with the work standards set by the organization, such as job productivity, job knowledge, reliability, the presence and timeliness of work, and independence .

H3: Job Evaluation has a positive and significant effect on employee performance.

## **METHODOLOGY**

### **Population and Sample**

The population in this study includes all employees of PT.Hatiati Pratama Mandiri, West Sumatra, amounting to 350 people with a working period of more than 3 years. Determination of employees whose working period is more than 3 years as a population is based on the

consideration that employees with a work period of more than 3 years have carried out job evaluations.

In this study sampling will be carried out according to Sekaran (2006: 159). If the population in the study was 350 people then the sample that could be selected was 186 people. So in this study, there are 186 people who can be selected as samples.

### **Definition of Operational Research Variables**

This study uses the dependent variable (Y) is the employee performance of the independent variable (X) is job analysis (job analysis) which consists of job descriptions, job specifications, and job evaluation, to measure employee performance, the researcher uses dimensions and indicators derived from Sanjaya (2015) and to measure job analysis, the researcher uses dimensions and indicators derived from Suthar, et.al (2014).

### **Data Analysis Technique**

1. Descriptive Analysis, by presenting data into the frequency distribution table, calculating the concentration value (in terms of mean, median, mode); and dispersed values (standard deviation and coefficient of variation) and interpret them.
2. Research Instrument Testing includes: Instrument Validity Test and Instrument Reliability Test
3. Classic Assumption Tests, Including: Normality Test, Multicollinearity Test, and Heterocedasticity Test
4. Analysis of Multiple Linear Regression, using SPSS. The model used is:  
$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + e$$
5. Determination Coefficient, The determination coefficient is essentially how far the model explains the variation of the dependent variable.
6. Hypothesis Testing (t test), Partial hypothesis testing is done by t test.

## **DISCUSSION**

### **Effect of Job Description on Employee Performance at PT. Hatiati Pratama Mandiri West Sumatra.**

Based on the hypothesis test in this study it was found that the job description had a positive and significant effect on employee performance at PT. Hatiati Pratama Mandiri West Sumatra. This means that if the company makes clear job descriptions such as work functions and responsibilities that must be done by employees and the performance standards set by the company then the employee's work will be done or in other words the performance of employees will increase, and vice versa .This is consistent with Pattisahusiwa's research (2013). Performance appraisal is done by comparing the performance of each employee with the company's performance standards. Managers use job descriptions to determine the work activity and performance standards. Employees with good performance will meet the performance standards set by the company. Good performance reflects job descriptions correctly and vice versa, poor performance indicates that job descriptions have not been implemented properly.

This was also supported by Zubair and Khan (2014) Job descriptions or positions must be clearly defined for each position, so that the official knows the duties and responsibilities that must be carried out. Job description will provide assertiveness and standard of duty that must be achieved by someone who holds the position. This description description is the basis for setting job specifications and job evaluation for officials who hold that position. A less clear description description will result in an official not knowing the duties and responsibility. This causes the work to go wrong, even the official concerned becomes overacting. Herein lies the importance of the role of the description job in every organization.

The following are the responses of respondents regarding the job description at PT Hayati Pratama Mandiri West Sumatra which can be seen in the frequency distribution table of the above job descriptions. From the table, it can be seen that PT. Hayati Pratama Mandiri West Sumatra in providing work functions and work responsibilities in accordance with the company's vision and mission, the performance standards set at PT. Hayati Pratama Mandiri West Sumatra is transparent and free, PT. Hayati Pratama Mandiri West Sumatra considers employee skills in work where company management organizes skills programs such as job rotation, approach to learning while being guided, and learning to act, considering limits before giving assignments and authority to employees, and providing resources such as capital, equipment, equipment and others to assist employees in carrying out work and PT. Hayati Pratama Mandiri provides a healthy environment for employees, for example creating a harmonious atmosphere among co-workers, forming a healthy work team so that employee performance will increase and have an impact on the company that the company's profit will increase.

### **Effect of Job Specifications on Employee Performance at PT. Hatiami Pratama Mandiri West Sumatra.**

Based on the hypothesis test in this study it was found that the job specifications had a positive and significant effect on employee performance at PT. Hatiami Pratama Mandiri West Sumatra. This means that if the employee has specifications in the work then the tasks and responsibilities will be completed quickly or the employee's performance will increase, because the specifications of the work discuss the technical expertise of employees, the same educational background as the work, have mental and physical ability to work.

The following is the job specification at PT. Prati Mandiri Pratama West Sumatra which can be seen in the job specification frequency distribution table above, where employees of PT. Hayati Pratama Mandiri West Sumatra has technical expertise in working. The last educational background of employees who are accepted at PT Hayati Prati Mandiri West Sumatra are graduates of SMA / SMK, Diploma, Bachelor, and Masters. Employees working at PT Hayati Pratama Mandiri West Sumatra have categories age from  $\leq 25$  years to  $\geq 40$  years it is still in accordance with the job and responsibilities given and the age greater than 40 years already has a retirement period, employees have mental abilities in carrying out work, for example employees have a strong mental at the time facing competent customers and PT. Hayati Pratama Mandiri is one of the distributors or main dealers of Honda motorcycles in West Sumatra, so this requires employees to have the physical ability to distribute Honda motorbikes to all regions in West Sumatra.

Job specifications are obtained from a description that focuses on the requirements regarding the person needed by a position. Job specifications are actually requirements that are determined to get employees that are in line with the company's needs. Therefore, the company must strive so that employees who are accepted meet the specifications of the assigned position. This is done so that they are able to work in accordance with what the company wants and are able to improve performance so that the company's goals will be achieved (Musyoka et.al, 2016). This is also reinforced by Zubair and Khan (2014) that in order to assess employee performance or performance, and distinguish employees who excel and those who do not, it is necessary to specifically specify critical and noncritical work requirements.

### **Effect of Job Evaluation on Employee Performance At PT. Hatiati Pratama Mandiri West Sumatra.**

Based on the hypothesis test in this study it was found that job evaluation had a positive and significant effect on employee performance at PT. Hatiati Pratama Mandiri West Sumatra. This means that if the company conducts evaluations every year or every semester then this will provide information about employee performance because the evaluation is a performance appraisal process, whether the employee's performance has reached the standards set by the company or has not reached the standard.

The following is an evaluation of the work at PT.Hatiati Pratama Mandiri in West Sumatra which can be seen in the job evaluation frequency table above. From the table, it can be seen that the process of self-evaluation is one of the job evaluations that have been carried out by PT. HAYATI PRATAMA Mandiri, because this process is easy and does not require cost, then PT. Hatiati Pratama Mandiri also conducts a feedback process in assessing the good employee's work from leaders, colleagues, partners, or customers. The purpose of this evaluation is very important because the evaluation process provides information about the performance of both employee performance and organizational performance. The evaluation process compares the standards set by the company with the achievement of employee performance. Employees can exceed company standards if the employee has conformity with the job. The evaluation process provides benefits for the organization and for employees. For employees is to improve morale. Increase work relationships in the organization and as an assessment in compensation while for the organization is the achievement of the objectives of the company to get profit.

The results of this study are in accordance with previous research, namely Kelatow et al. (2016) shows that job evaluation has a significant influence on employee performance. Where job evaluation is a good tool to determine whether employees have provided adequate work results and have carried out performance activities in accordance with the work standards set by the organization, such as job productivity, job knowledge, reliability, the presence and timeliness of work, and independence .

## CONCLUSION

Based on the results of the analysis and discussion in the previous chapter, the following conclusions can be drawn:

1. Job description has a positive and significant effect on employee performance at PT. Hatiati Pratama Mandiri West Sumatra. The better the job description, it will improve the performance of employees of PT. Hayati Pratama Mandiri.
2. Job specifications have a positive and significant effect on employee performance. The more precise the job specifications, which means that each job has the right requirements specifications and employees obtained in accordance with the specifications that have been determined, it will improve the performance of employees of PT. Hayati Pratama Mandiri.
3. Job evaluation has a positive and significant effect on employee performance at PT. Hatiati Pratama Mandiri. The better job evaluation will improve employee performance.

## Research Implications

This study has implications in the field of human resources, especially in assessing the effect of job analysis seen from job descriptions, job specifications, and job evaluation of the performance of employees of PT. Hayati Pratama Mandiri, with the following details:

1. Based on table 4.9 concerning Average Variable Job Description, UP 5 indicator related to company management provides sufficient resources to carry out the work to obtain the lowest average value compared to other indicators which is 3.75. This indicates that lack of resources has the greatest contribution in reducing employee performance. With the addition of resources such as capital, equipment and work equipment will improve employee performance. PT. Hayati Pratama Mandiri must improve or supplement existing resources to improve the performance of its employees.
2. Based on table 4.15 concerning the Average Variable of Job Specifications, the SP 2 indicator is the background that is in accordance with the job obtaining the lowest average value of 3.86. This indicates that the background owned by the employee is appropriate with work has the smallest contribution in improving employee performance. For the future will increase the attention of the employee's background, especially in education, where the selected employees must have education that is in line with the work so that the performance of the employee will increase due to having specifications in doing automatic work naturally has a better performance.
3. Based on table 4.21 about Average Job Evaluation Variables, the EP3 indicator regarding the evaluation process carried out is the best for the organization to obtain the lowest average value of 3.89. This in theory indicates that the indicator has the greatest contribution to reduce employee performance. The purpose of job evaluation is to provide an assessment of employees and organizations, so that if performance standards are not achieved, it will have a negative impact on employee performance and organizational performance. For that it is necessary to do a job evaluation, where the evaluation provides the best for employees and organizations.

4. Based on table 4.32 about Average Variable Employee Performance shows the KK4 indicator of working in accordance with the function to obtain the lowest average value of 4.00. This proves that working in accordance with the function contributes to the employee's performance. this needs to be fixed again because the employee works according to the functions and responsibilities described in the job description in each function.

### **Limitations of Research**

This research is still far from perfection, therefore in the future more developed by the next researcher. Some limitations in this study that can influence the results of the research are as follows:

1. This research was carried out only to find out and analyze job analysis which was seen from job descriptions, job specifications, and job evaluation on employee performance so that the influence of other variables was unknown.
2. Objects and research samples taken are only limited to PT. Pratati Pratama Mandiri West Sumatra.
3. This research is only based on data from the questionnaire and does not use in-depth interview methods with all respondents in the study.

### **Research Advice**

Based on the results of the research and conclusions obtained, several suggestions are given:

1. Subsequent research is expected to add and expand research objects and increase the number of research samples used so that the results of the research are more accurate and relevant.
2. Adding data collection methods through direct interviews with each respondent in order to obtain more accurate facts about the conditions in the field.

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