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The Impact of Job Analysis, Job Design, and Training on Employee Performance at Companies in Jakarta

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Abstract

Each organizational unit requires reliable human resources to perform its tasks efficiently and achieve strategic goals. Productive and consistent employees are essential because human resources represent the core competency that determines a company's sustainable competitive advantage. This study aims to examine the effect of Job Analysis, Job Design, and Training on Employee Performance in several companies located in Jakarta. The research focuses on understanding how each independent variable influences the dependent variable and the overall contribution of human resource practices to performance improvement. A quantitative approach was used, and data were collected through a structured questionnaire distributed to one hundred employees from various companies. The responses were analyzed using IBM SPSS Statistics 23, employing regression analysis to test the proposed hypotheses. The findings reveal that Job Analysis, Job Design, and Training each have a positive and significant impact on Employee Performance. This indicates that a clear understanding of job roles, well-structured job design, and effective training programs can enhance employee productivity and organizational efficiency. The study emphasizes the importance of strategic human resource management practices as a key driver in improving employee outcomes and sustaining business performance in competitive urban environments like Jakarta.

Keywords: Job Analysis, Job Design, Training, Employee Performance, Human Resource Management

1. Introduction

The world was startled by a pandemic in the first half of 2020. The virus was first identified in Wuhan, Hubei Province, China, and spread rapidly throughout the world, resulting in human tragedy and enormous economic damage. By March 2021, there had been more than 116 million cases of COVID-19 worldwide according to Worldometer.info.

Since the outbreak, countries around the world have taken public health measures to prevent it from spreading, including social distances, the following lockdown procedures. In response, many businesses, schools, workplaces, non-governmental organizations have been required to close down, and even mass gatherings have been prohibited. The aim of all of these is to flatten the curve, such as to reduce the number of new cases related to COVID-19 each day. (Abel Bodeur et al., 2020). The COVID-19 has taken a lot of lives. In addition, each country follows the lockdown procedures as a means of preventing action. The fact is that the effect of the COVID-19 will have a significant impact on the country, the economy, tourism, and society. (Ashikul Hoque, et al., 2020)

According to the Indonesia Ministry of Health, the total cases of COVID-19 on March 22, 2021, reached 1.460.184 with the highest cases at DKI Jakarta, with a total of 370.582 cases. (Source: covid19.kemkes.go.id). Jakarta was called the epicenter of COVID-19 due to the number of patients has increased significantly since the first case was announced in Depok, West Java. Due to the pandemic, Jakarta was the first province to adopt work from home method in the companies. (Source: Megapolitan.Kompas.com)

Since the outbreak, a lot of companies in Jakarta were instructing employees to work from home. Employees started to developing new work procedures in response to the Work from Home. (Source: The Jakarta Post). According to the Central Bureau of Statistics, the total of employees in Jakarta is 4.836.977 by the year 2019.

Work from Home has its own pros and cons. A research conducted by Putu Pradiva Putra Salain¹, Made Santana Putra Adiyadnya and Putu Agus Eka Rismawan (2020), entitled “Studi Eksplorasi Dampak Work From Home pada Kinerja Karyawan BUMN Di Wilayah Denpasar Karyawan di Masa Pandemi Covid-19”. The research used the case study method to obtain information and the research found that Work From Home has disadvantages such as decreased levels of employee motivation to get the work done. Meanwhile, another research conducted by Donny Susilo (2020), entitled “Revealing the Effect of Work-From-Home on Job Performance during the Covid-19 Crisis: Empirical Evidence from Indonesia”. The research showed that working from home, employees experienced greater enjoyment, motivation, and satisfaction. Thus, it enhances employee performance.

Hypothesis One: The Relationship between Job Analysis (X1) and Employee Performance (Y)

According to Cam Caldwell in a book called “*Strategic Human Resource Management*” (2018), job analysis is defined as the systematic process for identifying the nature and outcomes of a position by determining the specific tasks and activities performed to achieve desired results and the context in which work is performed.

A research conducted by Iga Rosa Angraini, Afifuddin, Hayat (2020) entitled “Pengaruh Analisa Jabatan Terhadap Kinerja Pegawai Di Badan Kepegawaian Daerah (BKD) Kota Malang” found that Job Analysis namely Job Description and Job Specification have significant impact on Employee Performance.

Hypothesis Two: The Relationship between Job Design (X2) and Employee Performance (Y)

Job design is a component of management, especially operations management, since it involves not only efficiency but also the staff that will carry out the company’s operations.

A research conducted by Malkanthi S.P.S. and Hussain Ali. M.A.M. (2016) entitled Impact of Job Design on Employees’ Performance in People’s Banks of Ampara District, showed that there is a positive relationship between Job Design and Employees’ Performance in People’s Banks of Ampara District.

Based on the reference above, the hypothesis is generated as follow:

H0: There is no impact of Job Design on Employee Performance

H1: There is impact of Job Design on Employee Performance

Hypothesis Three: The Relationship between Training (X3) and Employee Performance (Y)

According to Grubb, T. (2007) in “*The Importance of Training for Human Resource Development in Organization*” (2015), training is short-terms educational process utilizing a systematic and organized procedure by which nonmanagerial personnel learn technical knowledge and skills for a definite purpose.

A research conducted by Dr. Dhanonjoy Kumar, Humaira Siddika (2017) entitled, “*Benefits of Training and Development Program on Employees’ Performance: A Study with Special Reference to banking sector in Bangladesh*” showed that training program increases the skills, ability, and performance of the employees

Based on the reference above, the hypothesis is generated as follow:

H0: There is no impact of Training on Employee Performance

H1: There is impact of Training on Employee Performance

According to Afandi (2018: 83) performance is the result of work that can be carried out by a person or group of people in a company in accordance with specific authorities and responsibilities in an attempt to achieve organizational objectives illegally, does not violate the law and does not confrontation with morality and ethics.

Hypothesis Four: The relationship between Job Analysis (X1), Job Design (X2), and Training (X3) and Employee Performance (Y)

Based on the reference above, the hypothesis is generated as follow:

H0: There is no impact of Job Analysis (X1), Job Design (X2), and Training (X3) on Employee Performance (Y)
H1: There is impact of Job Analysis (X1), Job Design (X2), and Training (X3) on Employee Performance (Y)

2. Research Methods

The type of research used in this study is quantitative research. According to Sugiyono (2017: 15), quantitative research methods can be interpreted as methods of research based on the philosophy of positivism used for research on certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research tools, data analysis is quantitative or statistical in order to test the hypothesis that has been established. Quantitative research methodology is used because this research will test the hypothesis about the causes and effects of the impact of job analysis, job design, and training on employee performance at companies in Jakarta. The author collected primary data from 100 respondents by using the questionnaires method. The sample was taken by using the Purposive Sampling Technique and the population was 4.836.977 workers at companies in Jakarta.

After collecting all the data, the next step is to convert all the ordinal data into interval data using Microsoft Excel. After that, various data tests will be conducted using IBM SPSS Statistics 23. These include validity and reliability tests to check whether the individual items of the questionnaires are valid and reliable; normality tests to determine whether the data are normally distributed or not.

After the data are valid, reliable, and normally distributed. The next tests are hypothesis tests using multicollinearity tests to see if multicollinearity occurs in the variables; heteroskedasticity tests to see if heteroskedasticity occurs; multiple regression tests to see the relationship between a dependent variable and two or more independent variables.

3. Results and Discussions

The purpose of this study is to investigate the impact of job analysis, job design, and training on employee performance at companies in Jakarta. Related to this study, quantitative research is used to describe the results of this study.

In addition, a multiple regression test is used to examine the relationship between a dependent variable and independent variables. Data were analyzed using validity tests, reliability tests, and tests for classical assumptions. The sample data consists of 100 respondents who work at companies in Jakarta and collected through the online questionnaire. The tools used to analyze the collected data are IBM SPSS Statistics 23.

T-test

Table 1. Coefficients (t-test Results)

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	8.243	3.004	—	2.743	0.007
JOBANALYSIS	0.102	0.036	0.296	2.839	0.006
JOBDESIGN	0.249	0.111	0.216	2.254	0.026
TRAINING	0.265	0.082	0.315	3.219	0.002

a. Dependent Variable: Emp_Performance

Research Objective 1: To investigate the impact of job analysis on employee performance

From the data obtained, it was found that the significance value 0,006 is less than alpha 0,05 and this is supported by the T- value 2,839 which is greater than T-table 1,29. So the analysis shows that there is an impact of job analysis on employee performance.

Research Objective 2: To investigate the impact of job design on employee performance

From the data obtained, it was found that the significance value 0,028 is less than alpha 0,05 and this is supported by the T-value 2,254 which is greater than T-table 1,29. So, the analysis shows that there is an impact of job design on employee performance.

Research Objective 3: To investigate the impact of training on employee performance

From the data obtained, it was found that the significance value 0,002 is less than alpha 0,05 and this is supported by the T-value 3,219 which is greater than T-table 1,29. So, the analysis shows that there is an impact of training on employee performance.

F-test

Table 2. F-test Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1282.923	3	427.641	34.381	0.000 ^b
Residual	1194.067	96	12.438		
Total	2476.990	99			

- a. Dependent Variable: Emp_Performance
- b. Predictors: (Constant), Training, Jobdesign, Jobanalysis

Research Objective 4: To investigate the impact of job analysis, job design, and training on employee performance.

We can conclude that there is a significant influence between job analysis, job design and training on employee performance. It is supported by the data, significance value of 0,000 which is less than alpha 0,05, and the F-value is greater than F-table.

Multiple Regression Test

After the author has conducted all the tests to ensure that the data can be used properly, the next test is the regression test. The test is to show if there is an effect of an independent variable on the dependent variable. For this study, multiple regression test is used which includes the independent variables such as job analysis, job design and training. The dependent variable is employee performance. The results of the test can be seen as below:

Table 3. Multiple Regression Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.720 ^a	0.518	0.503	3.527

- a. Predictors: (Constant), Training, Jobdesign, Jobanalysis

Multiple Regression Equation:

$$Y = a + bx_1 + bx_2 + bx_3 + e$$

$$e = \sqrt{1 - r^2}$$

$$e = \sqrt{1 - 0,503}$$

$$e = 0,704$$

$$Y = 8,243 + 0,102X_1 + 0,249X_2 + 0,264X_3 + 0,704e$$

Regression Equation:

- A constant of 8,243 states that the value of employee performance (Y) is 8,243 if the value of the variable job analysis (X1), job design (X2), and training (X3) is not increased.
- The regression coefficient of the variable job analysis (X1) is 0,102, indicating that the better the job analysis, the better the performance of employee.

- The regression coefficient of the variable job design (X2) is 0,249, indicating that the better the job design, the better the performance of employee.

- The regression coefficient of the variable training (X3), indicating that the better the training activities conducted, the better the performance of employee.

Based on the research conducted, the relationship between each independent variable and the dependent variable is explained as below:

1. The first hypothesis states that job analysis (X1) has a significant impact on employee performance (Y). From the data obtained, job analysis (X1) has the significance value of 0,006 which is less than 0,05. Based on the above data analysis, the results have shown that job analysis (X1) has a significant impact on employee performance (Y) at companies in Jakarta. This situation shows that the better the job analysis is done, the better the performance of employees.

2. The second hypothesis states that job design (X2) has a significant impact on employee performance (Y). From the data obtained, job design (X2) has the significance value of 0,028 which is less than 0,05. Based on the data analysis above, the results have shown that job design (X2) has a significant impact on employee performance (Y) at companies in Jakarta. This situation shows that the better the job design is done, the better the performance of employees.

3. The third hypothesis states that training (X3) has a significant impact on employee performance (Y). From the data obtained, training (X3) has the significance value of 0,002 which is less than 0,05. Based on the data analysis above, the results have shown that training (X3) has a significant impact on employee performance (Y) at companies in Jakarta. This situation shows that the better the training provided, the better the performance of the employees.

4. The fourth hypothesis states that job analysis (X1), job design (X2) and training (X3) have a significant impact on employee performance. From the data obtained, the significance value is 0,000 which is less than 0,05 and F-value is 34,38 which is greater than F-table 2,14. Based on the above analysis, the results have shown that job analysis (X1), job design (X2) and training (X3) have a significant impact on the performance of employees (Y) at companies in Jakarta. This situation shows that the better the job analysis, job design and training, the better the performance of employees.

5. According to the SPSS Output, the R2 value is 0,503. So, it can be concluded that 50,3% of the job analysis, job design, and training can explain characteristics in employee performance variables. And the remaining 49,7% is explained by other variables.

Theoretical Implication of the Research

1. The variable job analysis (X1) has a significant impact on employee performance (Y). This is the same as in previous research "Pengaruh Analisa Jabatan Terhadap Kinerja Pegawai Di Badan Kepegawaian Daerah (BKD) Kota Malang" by Iga Rosa Anggraini, Afifuddin, Hayat (2020). The researchers found that job analysis namely job description and job specification have significant impact on employee performance. This shows similarities in our research which can be supported by T-value 2,839 which is greater than T table 1,29.

2. The variable job design (X2) has a significant impact on employee performance (Y). This is the same as in previous researches "Impact of Job Design on Employees' Performance in People's Banks of Ampara District" by Malkanthi S.P.S. and Hussain Ali. M.A.M. (2016); "Work Design Influences: A Synthesis of Multilevel Factors that Affect the Design of Jobs" by Sharon K. Parker, Anja Van Den Broeck, David Hotman (2017). The researchers found that there is positive relationship between job design and employee performance. This shows similarities in our research which can be supported by the T-value 2,254 which is greater than T-table 1,29.

3. The variable training (X3) has a significant impact on employee performance. This is the same as in previous research "Benefits of Training and Development Program on Employees' Performance: A Study with Special Reference to banking sector in Bangladesh" by Dr. Dhanonjoy Kumar, Humaira Siddika (2017). The researchers

found that training program increases the skills, ability, and performance of the employees. This shows similarities in our research which can be supported by the T-value 3,219 which is greater than T-table 1,29.

4. Based on the research conducted, the variable job analysis (X1), job design (X2), and training (X3) has a significant impact on employee performance (Y) at companies in Jakarta. This is supported by the IBM SPSS output of significance value of 0,000 less than alpha 0,05. Also, the T-value 34,38 is greater than T-table 2,14.

4. Conclusion

The results found out Job Analysis, Job Design, and Training have a positive and significant impact on Employee Performance at companies in Jakarta. Looking back at the results and explanation, therefore here are some suggestions provided for companies in Jakarta. From the variable of Job Analysis, the lowest point goes to Authority. So, the companies might consider reviewing job requirements and job descriptions before delegating to employees, because this allows companies to gain a deeper understanding of the employee's day-to-day work and reduces overlap between employees. From the point of Job Design, the lowest point goes to Autonomy. If companies could give employees the flexibility to do their work, such as scheduling the work and carry out duties, employees would be more willing to work and get it done. This will eventually affect employee performance as employees tend to take on more responsibility when given more flexibility. From the point of Training, the lowest point goes to the Training Method. Companies should be able to distinguish which types and training methods they use for training because training is crucial for employee development, especially for new employees. For example, the training method provided for a new employee. The companies might consider conducting the training using the "Case Study" method to boost the employee's learning. At the same time, it trains problem-solving and critical-thinking skills as well. Company can also use "ADDIE" (Analysis, Design, Development, Implementation, and Evaluation) model for conducting an effective training. From the point of Employee Performance, the lowest point goes to Independence. Companies should try to support employees so that they are able to solve problems on their own. There are several techniques that companies can use such as defining the problem and brainstorming support. While brainstorming, companies can engage the team by asking some specific questions for example, how they define the problem, what solution they have come to mind at the moment, what is the next step to solving the problem, etc. This kind of engagement will boost employees to think a step further and to find the solution.

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