

THE EFFECT OF JOB DESCRIPTION AND JOB SPECIFICATION ON EMPLOYEE PERFORMANCE AT PT QIBLATAIN SAKTI

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Abstract:

With very tight business competition in the current era, the role of job descriptions and job specifications has become very important for the progress of a company, because it can help employees improve their performance in carrying out their duties. Based on the results of research conducted on PT Qiblatain Sakti employee respondents, it was found that the implementation of job descriptions is still very low, which can hinder the company's progress. Therefore, companies need to improve the implementation of job descriptions and job specifications to achieve the targets that have been set. This research uses quantitative methods with data obtained from employee respondents of PT Qiblatain Sakti, which is then explained descriptively qualitatively so that it is easy for readers to understand.

Keywords: Job Description, Job Specification, Performance

ملخص

في ظل المنافسة التجارية الشديدة في العصر الحالي، تلعب الوصف الوظيفي ومواصفات الوظيفة دورًا مهمًا في تقدم الشركة، حيث يمكن أن تساعد الموظفين على تحسين أدائهم في أداء مهامهم. استنادًا إلى نتائج دراسة أجريت على موظفي شركة PT Qiblatain Sakti، تبين أن تنفيذ الوصف الوظيفي لا يزال منخفضًا للغاية، مما قد يعيق تقدم الشركة. لذلك، تحتاج الشركات إلى تحسين تنفيذ الوصف الوظيفي ومواصفات الوظيفة لتحقيق أهدافها المحددة. تستخدم هذه الدراسة طريقة كمية مع بيانات تم الحصول عليها من الموظفين المستجيبين في شركة PT Qiblatain Sakti، والتي يتم شرحها بعد ذلك بشكل وصفي ونوعي لتسهيل فهمها على القراء.

الكلمات المفتاحية: الوصف الوظيفي، المواصفات الوظيفية، الأداء

Abstrak:

Dengan adanya persaingan bisnis yang sangat ketat di era sekarang, peran *job description* dan *job specification* menjadi sangat penting bagi kemajuan suatu perusahaan, karena dapat membantu karyawan meningkatkan kinerja mereka dalam menjalankan tugas-tugasnya. Berdasarkan hasil penelitian yang dilakukan pada responden karyawan PT

Qiblatain Sakti, ditemukan bahwa penerapan *job description* masih sangat rendah, yang dapat menghambat kemajuan perusahaan. Oleh karena itu, perusahaan perlu meningkatkan penerapan *job description* dan *job specification* untuk mencapai target-target yang telah ditetapkan. Penelitian ini menggunakan metode kuantitatif dengan data yang diperoleh dari responden karyawan PT Qiblatain Sakti, yang kemudian dijelaskan secara deskriptif kualitatif agar mudah dipahami oleh pembaca.

Kata kunci : *Job Description, Job Specification, Kinerja*

INTRODUCTION

A job specification is a part of a job description or a separate document that contains information about the qualifications required for a worker to perform their duties effectively. An appropriate and relevant job specification can support improved employee performance.

"This job specification covers various aspects, such as employee performance evaluation, assessment, and promotion, as well as other factors such as educational background, work experience, and qualifications necessary to master the knowledge, skills, and abilities required to complete the tasks assigned by the company or organization." (Job et al. 2024)

According to (Anwar, 2020): "Performance refers to the terms job performance, actual performance, or achievements attained by an individual. Performance describes what an individual or a process demonstrates in relation to assigned work tasks." (Hidayat, et al. 2024)

According to Wexley and Yukl in Sinambela (2016): "Performance is the application of the balance theory, which states that optimal performance can be achieved if employees feel there is justice. According to Mangkunegara (2017), employee performance indicators include: (1) Quality of work, (2) Quantity of work, (3) Punctuality, (4) Effectiveness, and (5) Work responsibility." (Mutiarra et al. 2024).

"Performance improvement is a crucial step for company management to achieve goals, ensure survival, and maintain its existence amidst increasingly fierce business competition. A job description is the result of a job analysis, which encompasses a series of activities or processes for collecting and processing information related to the job. A job description is also one of the main outcomes of a systematic job analysis. In other words, a job description is a written explanation of what is required in a job." (Riedel, Lengkong, and Trang 2019)

"The right human resources are a key factor in achieving organizational goals. To achieve this, employees are needed who are qualified, highly disciplined, and who are aligned with the tasks and responsibilities assigned to them. One basic step in optimizing employees is ensuring they understand their duties and responsibilities, so that the work they do is not a burden, but rather

part of their responsibility. If this is achieved, organizational goals will be easier to achieve because work can be completed on time and employee performance improves. Employee placement should be based on established job descriptions and job specifications, and adhere to the principle of "The right man in the right place and the right man on the right job." "Placing the right people in the right positions." (Wello and Yafet 2019)

The leadership phenomenon in the field shows that some leadership policies still exclude subordinates from setting organizational targets. Furthermore, rigid relationships and a lack of communication between superiors and subordinates are still evident, resulting in employee complaints and problems not being properly communicated to their superiors.

"This results in problems being pent-up at the lower levels, and superiors appear to exert pressure with inappropriate targets and assignments, which makes employees feel uncomfortable and makes it difficult to achieve them. Furthermore, the inability of leaders to implement job descriptions appropriately hinders the achievement of organizational goals, such as unclear division of tasks and responsibilities. Clear job descriptions can help simplify complex tasks into more structured responsibilities and prevent overlapping tasks, allowing employees to perform their jobs better in accordance with their assigned workload and responsibilities." (Rivai 2014)

"In a company, job descriptions are crucial for providing employees with the freedom to work according to their abilities. Like a navigator who serves as a map, job descriptions provide guidance on the goals to be achieved, the required pace, and other factors. Therefore, organizations or companies formulate a vision, mission, and planning, which then shape the organizational structure. From this structure, clearly defined jobs or positions emerge. Every organization has goals or a vision and mission to achieve, and one way to achieve them is through job descriptions. A leader must be able to collaborate with employees, and conversely, employees must be able to carry out their assigned job descriptions responsibly and carry out their duties properly and correctly." (Putri and Gaol 2021).

Therefore, researchers conducted a study in the form of a journal originating from several other sources, such as:

First, a journal written by Salim Kalidi et al. entitled "THE EFFECT OF COMPETENCY AND JOB DESCRIPTION ON EMPLOYEE PERFORMANCE AT THE TIDORE ISLANDS CITY HEALTH OFFICE." The results of this study indicate that the job description variable has a positive and significant influence on employee performance at the Tidore Islands City Health Office. This means that the higher the job description, the higher the employee performance level (Salim: 2022).

Second, a journal written by Calista Feby Tarigan et al. entitled "THE EFFECT OF WORK DISCIPLINE AND JOB DESCRIPTION ON EMPLOYEE PERFORMANCE AT PT. GIOVANI ABADI SENTOSA": the results of this study indicate that the job description variable (X2) has a positive and significant influence on employee performance (Y). This means that employees in the company have empathy for their work, thereby improving their performance (Calista: 2019).

Based on various media and journals read and understood by the researcher, the role of job descriptions and job specifications is crucial for the progress of a company with various people and departments. Like a compass that shows direction, job descriptions serve as a compass within an organization, guiding each individual to contribute according to their respective abilities. Conversely, if a company or organization lacks job descriptions, it will struggle to grow because employees lack a reference and guidance in their work. The proper implementation of job specifications can also have a positive impact on employee performance.

This research is considered important because it aims to provide insight and information regarding the importance of job descriptions within a company or organization, in order to maintain or even improve the company's existence in the face of intense business competition. Therefore, the researcher is interested in reviewing the journal article entitled "THE EFFECT OF JOB DESCRIPTION AND JOB SPECIFICATION ON EMPLOYEE PERFORMANCE AT PT QIBLATAIN SAKTI."

RESEARCH METHOD

This research uses a quantitative method, namely an approach carried out by studying a sample or population through data collection using research instruments. The location of this research was conducted at PT Qiblatain Sakti, located at Jl. Raya Gending, No. 128, Banjar, Randupitu Village (Cordova Housing Complex), Gending, Probolinggo, East Java. The study population included all 40 employees of the production department of PT. Qiblatain Sakti. Data were collected using a purposive sampling method, with the criteria being male and female employees aged 20-25 years. Based on these criteria, a sample of 40 employees was obtained. "The data analysis technique used was multiple linear regression, with the assistance of the Statistical Program for Social Science (SPSS) version 27. This study used two types of data, namely primary data and secondary data. Primary data was obtained directly from respondents through questionnaires filled out by employees of the production department of PT. Qiblatain Sakti, while secondary data was obtained from other available sources." (Dewi Andriani, et al. 2022)

RESULTS AND DISCUSSION

Based on research conducted on 40 employees of PT. Qiblatain Sakti, the respondents' descriptions in this study are presented using a frequency distribution.

Summary of Respondents' Responses to Job Descriptions and Job Specifications on Employee Performance

At PT. Qiblatain Sakti

LINEARITY TEST

This test aims to determine whether there is a linear relationship between two variables. Variables are considered linear if their significance value is less than 0.05. Therefore, the level of linearity can be seen from the results of the linearity test.

Tabel 4.1

			Sum of Squares	Df	Mean Square	F	Sig.
KINERJA	Between Groups	(Combined)	1508.408	17	88.730	2.902	.010
KARYAWAN *	Groups	Linearity	1242.799	1	1242.799	40.653	.000
JOB DESCRIPTION		Deviation from Linearity	265.609	16	16.601	.543	.893
	Within Groups		672.567	22	30.571		
	Total		2180.975	39			

Sumber: data diolah (2025)

From Table 4.1, it can be concluded that there is a linear relationship between the independent variables and the dependent variables as a whole, because the linearity value obtained from the results of the questionnaire calculations using IBM Statistics SPSS software is 0.000, which is smaller than 0.05.

UJI NORMALITAS

Tabel 4.2
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.15420708
Most Extreme Differences	Absolute	.131
	Positive	.125
	Negative	-.131
Test Statistic		.131

Asymp. Sig. (2-tailed) ^c			.079
Monte Carlo Sig. (2-tailed) ^d	Sig.		.081
	99% Confidence Interval	Lower Bound	.074
		Upper Bound	.088

Sumber :data diolah (2025)

a. Test distribution is Normal.

b. Calculated from data.

Based on Table 4.2, the results of the normality test show that the significance value of 0.088 is greater than 0.05, which means that the residual value is normally distributed.

UJI RELIABILITAS

Tabel 4.3

Variabel Penelitian	Cronbach's Alpha if item deleted	Standar realibilitas	Ket
JOB DESCRIPTION (X ₁)	0,768	0,60	Reliabel
JOB SPECIFICATION (X ₂)	0,704	0,60	Reliabel
KINERJA KARYAWAN (Y)	0,781	0,60	Reliabel

Sumber : Output IBM statistic SPSS

Based on Table 4.3, using the Statistical Program for Social Science (SPSS) type 27, the multiple linear regression equation is obtained as follows:

$$Y = 0.768 + 0.704 + 0.781$$

Based on the results of this equation, the following can be explained:

1. The Job Description (X₁) value is 0.768. This means that each additional unit in the Job Description variable will result in a 0.768 increase in employee performance.
2. The Job Specification (X₂) value is 0.704. This means that each additional unit in the Job Specification variable will result in a 0.704 increase in employee performance.
3. The Employee Performance (Y) value is 0.781. This means that each additional unit in the Employee Performance variable will result in a 0.781 increase in employee performance.

ANALISIS REGRESI LINIER BERGANDA

Tabel 4.4
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.618	5.041		.916	.366
JOB DESCRIPTION	.269	.134	.235	2.005	.052
JOB SPECIFICATION	.742	.125	.694	5.929	.000

a. Dependent Variable: EMPLOYEE PERFORMANCE

Based on Table 4.4, the multiple linear regression equation in this study is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 4.618 + 0.269 X_1 + 0.742 X_2 + e$$

Where:

Y: Employee Performance

a: Constant

b: Regression Coefficient

X1: Job Description

X2: Job Specification

e: Standard Error

The regression equation above can be explained as follows:

- a. (Y) is the dependent variable whose value is influenced by the independent variables, namely job description and job specification. Therefore, employee performance is influenced by these independent variables.
- b. The regression coefficient (b1) shows a value for the job description variable of 0.269. This means that job description and employee performance have a positive and unidirectional relationship, indicating that if job descriptions are improved, employee performance will also improve.
- c. The regression coefficient (b2) shows a value for the job specification variable of 0.742. This means that job specification and employee performance have a positive and unidirectional relationship, indicating that increasing job specification will improve employee performance.

1. KOEFISIEN KORELASI BERGANDA

Tabel 4.7
Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.885 ^a	.783	.771		3.605

Sumber: data diolah (2025)

a. Predictors: (Constant), JOB SPECIFICATION, JOB DESCRIPTION

Based on table 4.7 above, the correlation coefficient (R) value is 0.783, which is close to 1. From this result, it can be concluded that there is a strong relationship between the independent variables, namely Job Description (x1) and Job Specification

(x2) with the dependent variable, namely employee performance (y). This is in accordance with the interpretation of the correlation coefficient which can be seen and matched with the interpretation category of the correlation coefficient.

KOEFISIEN DETERMINASI BERGANDA

Tabel 4.8
Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.885 ^a	.783	.771		3.605

Sumber: data diolah (2025)

a. Predictors: (Constant) JOB SPECIFICATION, JOB DESCRIPTION

Based on the results obtained from table 4.8, the coefficient of determination (R^2) value listed in the R Square section is 0.783, or equivalent to 78.3%. This value illustrates how large the simultaneous relationship between variables X1 and X2 with Y is. From these results, it can be concluded that the independent variables (X1 and X2) have the ability to explain the dependent variable (Y) by 78.3%. In other words, the influence of X1, namely understanding the job description, and X2, namely the suitability of the job specification, on employee performance (Y) at PT. Qiblatain Sakti is 78.3%.

CONCLUSION

Based on the results of the multiple linear regression test, it can be explained that the calculated t-value is smaller. This indicates that job descriptions partially influence employee performance. Research conducted by Andriani and Setyohadi (2022) aligns with these results, stating that: "A clear job description enables employees to understand the tasks and obligations assigned by their superiors and helps them perform their work better. Providing a clear description of tasks and responsibilities will facilitate and support employees in their work."

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