

## THE IMPACT OF JOB DESCRIPTIONS ON EMPLOYEE PERFORMANCE

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### Abstract

Job descriptions are typically created by human resources professionals, hiring managers, or supervisors and are used for various purposes. The purpose of the study was to see how the results of the effect of job descriptions on employee performance at the Office of Public Housing and Settlement Areas, Pematang Siantar City, totalling 61 employees. The validity test results show that the questionnaire items have reliable criteria, as well as the reliability test that the questionnaire has double criteria. The equation results from simple regression show the value  $Y = 11.289 + 0.371X$ , this means that the results are found that the positive direction coefficient value of the job description variable on employee performance., this means that a well-structured job description can be used as a basic tool to improve employee performance.

**Keywords :** *Job Description, Employee Performance.*

### 1. INTRODUCTION

In the process of good organisational life, it requires the ability of its employees to be able to carry out the duties and responsibilities given by the organisation that oversees it with a full sense of responsibility. It is about aligning the organisation's goals with the size, skills, competency requirements, development plans, and delivery of results that have been agreed by employees (Weerakkody & Mendis, 2017), employees are an important factor for increasing productivity to support the organization's progress (Ariawaty, 2020). This is useful so that the objectives of the organisation can be achieved in accordance with the wishes of the position holders and this can be obtained by the ability of good employee performance and supported by the abilities, criteria and specifications of the positions available to employees or what is known as job descriptions. Performance is a crucial component of organizational success, contributing to increased general productivity, financial success, and worker satisfaction. Employee performance is the assessment of an employee's work-related activities, behaviors, and results in the workplace, the success of an organizational life cannot be separated from the influence of performance (Silalahi et al., 2019). It is an important aspect of human resource management and plays an important role in determining the success of an organization, employee performance can be defined as the size or level of how much employees can run the company to achieve company goals within a certain period (Aziez, 2022). Effective performance management helps ensure that employees meet job requirements, contribute to the organization's goals, and continually improve their skills and abilities, how well a person performs the tasks and responsibilities of their job counts for employee performance, with good performance, every employee can solve all the burden of the organization effectively and efficiently so that problems that occur in the organization can be resolved properly (Tho'in & Muliasari, 2020).

Effective employee performance management benefits both employees and the organization. It helps employees understand their roles and expectations, provides opportunities for growth and development, and helps increase employee productivity and motivation. Likewise, the performance of employees of the Public Housing and Settlement Area Office of Pematang Siantar City is expected to be able to support the goals of the organisation, although the problem that arises is that there are employees who have not been able to complete the work on time and employees

are not responsible for the work given so that the work is done by colleagues. Although employee performance has been determined by (Government Regulation Number 30 concerning Performance Appraisal of Civil Servants, 2019) and also supported by (Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 6 concerning Performance Management of State Civil Apparatus Employees, 2022) in which there are provisions regarding employee performance appraisal, namely employee performance targets can be carried out by applying quantity, quality, time and cost, while for work behaviour the application can be through service orientation, commitment, initiative cooperation and leadership. However, a problem arises that performance has not yet reached the expectations of the organisation, because employees in completing work are often not on time, then employees are not responsible for the work they are given so that work is carried out by colleagues. given so that the work is done by colleagues.

To get good performance, it takes several factors that support it, one of which is the implementation of job descriptions, according to (Cen, 2022) that job descriptions have a positive and significant influence on employee performance. A job description is a written document that provides a detailed description of a particular job or position within an organization, a job description is a factual statement regarding the duties and responsibilities of a particular job (Jayanti et al., 2022) Job descriptions serve as a basic tool in human resource management and play an important role in various human resource functions, including recruitment, performance management, and employee development. Effective human resources management and ensuring that employees are aware of their responsibilities within an organization depend on the creation of precise and well-written job descriptions. In order to reflect changes in the organization's demands and changing job functions, it is crucial to periodically evaluate and update job descriptions, job descriptions typically consist of several key dimensions or components that provide a comprehensive understanding of a specific job or position within an organization. These dimensions help ensure clarity and accuracy in describing the role, including job title, job summary, key responsibilities, qualifications and requirements, skills and competencies, reporting structure, working conditions, salary and benefits, location, performance expectations, corporate culture and values, application instructions. But what is often a problem in this job description is when employees often ignore the responsibilities that the organisation has given them, then job qualifications that are not in accordance with their fields in this case relate to employee competencies that are not balanced with the abilities of these employees, as a way to reflect changes in the organization's demands and changing job functions, it is crucial to periodically evaluate and update job descriptions.

## 2. IMPLEMENTATION METHOD

This research uses quantitative analysis with the independent variable of the research is job description and the dependent variable is employee performance. The object of research is employees of the Public Housing and Settlement Areas Office who have the status of civil servants totalling 61 employees. The components of the questionnaire were analysed with a validity test with a critical  $t > 0.30$  (Hajjar, 2018), and a reliability test with a Cronbach's alpha benchmark  $> 0.70$ . (Eisingerich & Rubera, 2010). Conduct a simple regression equation test with the formula  $Y = a + bX + e$  (Keith, 2019) Next, a partial hypothesis test was carried out on the research. The hypothesis that can be given

1. That there is no positive and significant effect of job descriptions on employee performance.
2. That there is a positive and significant effect of job descriptions on employee performance.



### 3. RESULTS AND DISCUSSION RESULTS

**Table 1:** Instrument validity test

Variables	Corrected Item-Total Correlation	t critical	Criteria
Job Description	0,509	0,30	Valid
Employee Performance	0,706	0,30	Valid

Source: Data processing, (2023)

The results of the validity test in table 1 show that the Corrected Item-Total Correlation value of the calculated results for job descriptions is 0.509, and employee performance is 0.706, while the predetermined t value is 0.30. With these results, the conclusion can be given that the job description and employee performance variables have valid criteria, because Corrected Item-Total Correlation > t critical.

**Table 2:** Instrument Reliability Test

Variabel	Cronbach's Alpha	Level Reliability	Criteria
Job Description	0,931	0,70	Reliable
Employee Performance	0,941	0,70	Reliable

Source: Data processing, (2023)

The results of table 2 show that the Cronbach's Alpha value of the results of the job description research variable is 0.931 and employee performance is 0.941, while the critical t limit set is 0.70. These results show the results that the criteria for the reliability test for job descriptions and employee performance have reliable criteria.

**Table 3:** Simple Regression equation test

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11,289	7,144		1,580	,119
Job Description	0,371	,054	,667	6,884	,000

a. Dependent Variable: Employee Performance

Source: Data processing, (2023)

The results of table 3 show a simple regression equation value with a simple regression equation  $Y = 11.289 + 0.371X$ , meaning that if the constant is 11.289 and when the job description value does not exist or 0, then the value of employee performance will have a value of 11.289 and the value of the regression coefficient will be 0.371. This explains that when adding 1 to the value of brand loyalty, the value of the purchasing decision variable increases by 1.208. What can be explained further is that when the addition of 1 to the value of the job description, it is certain that the value of the employee performance variable will increase by 0.371. Furthermore, the results of

the equation show a positive direction coefficient of the effect of job descriptions on employee performance. Job descriptions given to employees in accordance with expectations and desires and good responsibilities, will support the creation of good performance as well.

**Table 4: Partial Hypothesis Test**

Coefficients <sup>a</sup>		
Model	t	Sig.
1 (Constant)	1,580	,119
Job Description	6,884	,000

a. Dependent Variable: Employee Performance

Source: Data processing, (2023)

The results described in table 4, show that the t value from the data processing results is 6.884 and the calculated significance is 0.000. Meanwhile, to get the answer to the hypothesis can be done by comparing the value of  $t_{count} > t_{table}$  and the calculated significance  $< 0.05$  probability. For the t table determined can be met with the formula  $(df) = (n-2) = 61-2: 59$ , where the result for t table is 1.671. The conclusion is that the research results of job descriptions on employee performance have a positive and significant influence, because the t value is  $6.884 > t_{table} 1.671$  and the calculated significance is  $0.000 < 0.05$  probability.

**DISCUSSION**

In conclusion, job descriptions play a crucial role in shaping employee performance. Clear, accurate, and well-communicated job descriptions can enhance employee understanding, motivation, and accountability, ultimately leading to improved performance. However, it's essential for organizations to regularly review and update job descriptions to ensure they remain relevant and aligned with evolving business needs. Job descriptions can have a significant impact on employee performance (Sukardi & Yuliadi, 2020), job descriptions can also serve as a basis for performance evaluations, job descriptions outline the roles and responsibilities of a position, when these are clear and well-defined, employees have a better understanding of what is expected of them, all the job descriptions of each employee and assign specific duties, responsibilities as well as assignments to each employee in every department (Nduta, 2017), some people only know the benefits of job descriptions, namely as a guide for employees in carrying out their duties and responsibilities.(Switasarra & Astanti, 2021).

This clarity can help employees focus on their tasks and perform them more effectively. well-crafted job description should align with the organization's goals and objectives. Although a different opinion comes from that job descriptions do not have an influence on employee performance (Ahmad Sudrajat, 2021), this can happen because poorly written or unclear job descriptions can lead to role ambiguity, where employees are unsure of what is expected of them. This can hinder performance as employees may waste time on non-prioritised tasks or neglect important responsibilities, and the onset of employee fatigue at work because work will feel complicated due to employees not understanding their job descriptions (Mauliadiani et al., 2019). When employees understand how their role contributes to these broader goals, they are more likely to be motivated and perform at a higher level. If a job description accurately reflects the skills, qualifications, and responsibilities of a role, it can lead to better hiring decisions, ensuring that the right candidate is selected for the job., job descriptions must be updated to address the current requirements of the jobs (Al-Marwai & Subramaniam, 2009).

Employees may use job descriptions to identify areas where they need to develop their skills to meet the job requirements. This can lead to targeted training and development efforts, enhancing employee performance over time, when employees are satisfied with their roles, they are more likely to perform well, can help employees understand what they will be doing and whether the job is a good fit for their skills and interests, employees know what they are responsible for, and supervisors can hold them accountable for their performance. They provide a common framework for discussing job-related matters, setting expectations, and addressing performance issues, when job descriptions are flexible and can evolve over time, employees can better respond to changes in their roles and perform effectively in dynamic environments.

#### 4. CONCLUSION

The results showed that job descriptions were able to positively and significantly affect employee performance, as well as positive directional coefficients through the results of simple regression equations. This means that the organisation, in this case the leadership of the Public Housing and Settlement Area Office, can make descriptions of the work of its employees which will certainly have an impact on employee performance.

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