

The Strategy of Determining Job Descriptions on Employee Performance PT. Fokus Kualitas Utama

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Abstract: This research was conducted to examine how the role of the job description on the performance of employees of a company. The method used by the researcher in this research is literature or literature study, so that the data obtained comes from previous research related to the same topic, namely the role or influence of job descriptions on employee performance. With this library research method, re-searchers must first collect previous research that can support data collection in this research. The results of this study indicate that the job description has a large and significant role in the quality of employee performance. Companies that already have good, correct, and clear job descriptions will also have high quality work because employees will easily understand what duties, authorities and responsibilities must be carried out in accordance with their position or position

Keywords: Job Description and Employee Performance

BACKGROUND

In a company, employee performance or productivity is one of the indispensable components in a company, the performance and productivity of high-quality employees will certainly make it easier to achieve the goals desired by the company. A company will also be said to be successful if the performance of its employees both personally and in teams is optimal. Therefore, it is very important for a company to supervise and manage the performance of its employees. Good human resource management will certainly also have a good impact on the performance of employees which will later be shown by high quality work. Vice versa, if the management of human resources or employees is not good, the performance given by employees will also decrease. In this case, of course, every company strives to have high-quality employee performance. Therefore, companies need to know what elements are needed if they want to have quality employee performance.

According to Fattah (2017), there are several elements that must be owned by the company if it wants to have high employee performance which includes: Organization Structure, which is a structure that groups employees according to their duties and functions. This structure is made by upper management which will later assist in supervising and coordinating the activities of employees; Task design, which is to determine in detail the

activities needed by the company both personally or individually and in teams or groups. With this task design, it can support the quality of employee performance, because employees already know what their duties and work are so that they can be carried out optimally; Then there are People (Person), people or individuals are also an important element in performance, because people who match the required qualifications will be able to do their job well and optimally; Reward system, giving rewards is able to encourage employee motivation to do their job well in supporting organizational goals; And Information system, a modern information system can make it easier for employees to access information in the company. For example, such as information about training, or training that is held to improve the quality of human resources. According to mangkunegara argues that performance is the result of an employee's work either in quantity or quality when performing the tasks that have been given in accordance with his responsibilities and obligations. The opinion of Robert L. Malthis and Jhon H. Jackson in Fattah (2017), performance is what must be done and also what employees should not do. Meanwhile, according to Rivai in Eko Wahyu Widayat, performance is the participation provided by a division or department to achieve the company's desired goals (Kristanti and Lestari, 2019). Prinasa states that employee performance is a real behavior that is given personally as a result of the work produced by employees in accordance with their position in the company (Adhari, 2021). Meanwhile, according to Ainsworth, Smith and Millership performance is an end result. Which means performance is the end result of individuals, certain environments, and resources collected together with the aim of obtaining certain things such as goods or services. Performance also shows the desired level of productivity, if the performance is at an agreed level, the performance is considered satisfactory or good. And if the performance or productivity results are not good, then the performance will be assessed as not good or deteriorating (Fattah, 2017).

From several definitions of employee performance according to several experts above, it can be concluded that performance is the final result of an employee in performing his duties as a fulfillment of his obligations and responsibilities, in accordance with the position he occupies which has been determined by the organization or company. An employee is certainly part of an organization or company that has been given certain responsibilities and obligations that must be done properly and precisely. If the responsibilities of what must be done by an employee in his position are not clear, then measuring employee performance will also be difficult to do precisely. Therefore, an employee must understand the responsibilities given to him so that the task he carries out later does not become a burden but becomes a necessity for the responsibilities of an employee and will reap maximum results, as well as the organization

or company must provide clarity on the responsibilities carried out by its employees to make it easier to measure and assess the performance of its employees. According to Mangkunegara in Kristanti and Lestari (2019), employees who have high quality work are employees who have the following characteristics: Has a great sense of responsibility; Has the courage to face and bear the risks of the work borne; Has realistic goals; Has a comprehensive work plan and strives to achieve its goals; Using the feed back provided in doing his job; and Trying to find opportunities to implement the planned program. According to Adhari (2021) performance itself has the aim of motivating employees to do their jobs precisely, correctly and well. In addition, according to Rivai, performance also aims to provide an assessment of employee performance which includes: to determine development; as administrative decision making; company needs; and documentation. Meanwhile, job descriptions, also known as job descriptions, are important files belonging to an organization or company that contain data that describes a position or job in a company or organization (Pramansyah and Husna, 2021). Job description is also a systematically compiled record in which the obligations or duties that must be carried out by an employee in accordance with the position he occupies are explained (Irmayani, 2021). The purpose of making a job description or job description is to avoid differences in understanding the tasks that must be carried out, to know the limits of authority as well as responsibilities according to their position or position, and also to avoid the possibility of double work (Irmayani, 2021). Meanwhile, the benefits of job descriptions according to Ardana et al are: Avoiding confusion and sharing explanations for what needs to be done; To avoid multiple responsibilities in carrying out tasks; Simplify the course of recruitment, selection, training as well as all activities for human resources; help employees to plan their careers, minimize fraudulent practices when promoting and transferring positions and facilitate assessment in work so that justice can be ensured. When compensation is given; Useful for planning programs for work safety, as well as announcing what kind of dangerous actions and making transformations in implementation; Useful for planning if you want to make changes in the organization and reorganize according to the development of the company and the company's circumstances; Provide guidance on the experience required in doing a job; Improve the ability to manage and control work (Nurbaiti and Napitupulu, 2020). Ardana, Mujiati, and Utama, in Habibi and Karnovi (2020), mentioned that there are six principles that must be understood first in preparing job descriptions, including: Systematic, which means that job descriptions must be arranged in an order that consists of important parts that are also well organized and easy to understand; Clear, which means that job descriptions must be able to be understood by readers so that the intentions contained in the job description are truly

trustworthy and easy to apply by all workers in each position; Short, which means that job descriptions should use short sentences and words as much as possible, so that readers do not spend a lot of time when reading and understanding them; Accurate, meaning that the job description is expected to provide a reasonable, suitable and appropriate description, in accordance with the thoughts of the reader when reading it and what they want to do is immediately pictured in their minds; Adhere to principles, meaning that the job description contains words and sentences whose contents provide direction as well as reasons that are in line and do not contradict each other; and Accurate, meaning that the job description is compiled carefully, by explaining what is there, not exaggerating or lacking Then in preparing the job description, there are several things that must be done, namely: Job identification, including information such as the name of the position or position, part of the position, as well as the position code number in the company; Overview or summary of the position, which is a brief explanation of a particular position or position, which will also be useful as additional information about the position, if the name of the position is not clear to understand; What tasks will be carried out, this part is the most important part. Because it is the main core of the job description which explains what tasks will be carried out, how to perform these tasks, and why these tasks are carried out; Supervision that must be carried out, in this section will explain what positions or positions are above and below this position. In addition, this part of the job description will also describe the level of supervision or monitoring of work carried out; Relationship between one position and another, which means describing the relationship between a position and other positions, both vertically and horizontally; Machinery, explaining what materials or tools are needed in the position; and Working conditions, this section will describe the real or physical conditions of the work environment. Such as whether the work environment is indoor, outdoor, hot, noisy, dusty and so on. These working conditions really need to be explained, especially for a rather dangerous work environment (Irmayani, 2022). Several previous studies have shown that job descriptions do have a significant influence on employee performance. Recky (2018), in his research found the results that at PT. Fokus on Main Quality has an important role in the performance of its employees. Then in Wello's research (2019), results were obtained that showed job descriptions had a significant and positive effect on the productivity or performance of employees of PT. Fokus Kualitas Utama From previous research, it can be concluded that job descriptions have a very important role in a company. In addition to making it easier for employees to do their work or duties, it can also maximize employee performance because with a job description employees will be able to focus and understand more when doing their work. This research was conducted to determine

the role of job descriptions on employee performance, whether job descriptions do have a significant role in employee performance and also this research is expected to be used as a reinforcement of previous research related to the role or influence of job descriptions on employee performance. In addition, this study also aims to show how important job descriptions are in a company.

THEORETICAL STUDY

Job Description

Job Description is a description of the work, position, and responsibilities of workers. According to Wikipedia, a job description is a guideline created by the company for employees so that they can carry out their duties and responsibilities in accordance with the position that has been determined. It can be concluded that a job description is a guideline in the form of a document that is useful for employees to carry out tasks in accordance with the position and for superiors in the division of positions and positions of each employee. According to (Mondy & Martocchio, 2016), Job Description is a job description that has been detailed in accordance with the specified position. Job Description must be in accordance with the employee's position so that it can help the company to observe employee development during the employee's work. According to Moekijat (2010), a position description that is written briefly, clearly, and thoroughly relating to the responsibilities of each position that has been determined is also called a job description. Job descriptions are made in the form of documents that contain a summary of important information about each position to make it easier to distinguish one position from another in the company. The description is structured to make it easier for employees to understand (Stone, 2011). According to (Dessler, 2010) in preparing Job Description there are several elements that must be clearly explained, namely:

1. Job Identification Job identification provides employee positions in the form of an organizational structure. Which includes some information about employee positions. Providing employee positions must be clear and precise according to what the organization needs. Job titles will also recognize jobs to provide employee information, explain the relationship between one worker and another, and provide a comparison of the positions listed in the organization. In addition, there are also several things that must be recognized, namely the distribution of wages, the date of making the Job Description, the name of the Job Description maker and the name of the person who approved the Job Description.
2. Job Purpose This section describes the main purpose of the job or what is known as the job objective which must describe the basis and core of the job.

3. **Duties and Responsibilities** Duties and responsibilities explain the list of main duties and responsibilities of a person when they have been given a permanent position. Duties and responsibilities are the core of the job description design that must be explained in detail and accurately to what employees will do during work. To improve employee performance, duties and responsibilities are part of the performance standards in order to carry out the goals and strategies that have been made by the company.
4. **Relationships** In this section, it explains the relationship between the company's internal and external positions that will be useful for achieving the performance standards that have been formed, so that employees feel satisfaction with what they have done.
5. **Knowledge** This section relates to a person's skills, insights, experience gained, ability to work and formal capabilities that a person needs in order to complete the work that has been given.
6. **Problem Solving** Problem solving is a part related to the identification of thoughts when making decisions. As every job will always require problem solving, but whether simple problem solving is used or providing varied solutions.
7. **Accountability** Accountability explains the finances of workers by looking at the value of assets, increasing sales and more is given to workers who are responsible for the work that has been given.
8. **Authority** Authority can be called the authority of each employee which means that each employee has the right and authority to make decisions and opinions.
9. **Performance Standards** Work standards are usually imposed with conditions in order to improve work performance and evaluate employee performance results.
10. **License** License is a legal document that is used as a permit in a job that has a high level of danger.

RESEARCH METHOD

This research method uses a qualitative approach, in qualitative research it is developed on the basis of "events" obtained when the activity takes place. The research method used in this research is descriptive qualitative method, descriptive qualitative research also develops questions through interviews through sources about what, how things really happened, who was involved in the incident. According to Sugiyono (2017), qualitative research is a research work mechanism that is guided by non-statistical or nonmathematical subjective assessments, where the measure of value used in this study is not score numbers, but rather a categorization of value or quality. In descriptive qualitative research, the research subject is a source that

provides information and data to researchers regarding the matter under study. The object of this research is from PT. Fokus kualitas Utama, Primary data sources are data directly obtained from respondents, by conducting interview techniques by conducting questions and answers with informants in collecting data and information related to this research.

RESULTS AND DISCUSSION

Research Results

After the researcher analyzes the jobdesc distribution system carried out by PT. Fokus Kualitas Utama with the Observation and interview technique, it results in that the use of job descriptions at PT.Fokus Kualitas Utama is already running, but the size of the walk is still below the perfect size, this is concluded by the author based on the results of interviews and observation data on the running of the performance process within the company which is less than optimal, an example of less than optimal in working on services, namely in working on a service that should not be done by the Accompaniment division but must be in a division that is focused and expert in the field of editing and understands how to make video standardization according to the rules of the Company's Operational Standards.

So that in order to create maximum and satisfying service results, a human resource manager who is responsible for the distribution of this job description should pay more attention to the suitability of the expertise of employees.

With the main steps in job analysis to guide the application of employee job descriptions:

- 1) Determination of the main tasks, activities, behaviors or obligations that will be carried out in the staffing system.
- 2) Determination, knowledge, abilities, skills, and several other characteristics such as personality factors, attitudes, dexterity, or physical and mental characteristics required for employees needed to carry out tasks. The procedure for implementing employee job descriptions in the Court has a SOP (Standard Operating Procedure) which starts from the existence of the vision and mission of the organization and is then required to form an organizational structure that requires positions. These positions are formed through job analysis which results in employee job descriptions. Assessment of the implementation of this employee job description on job evaluation for more optimal evaluation material in the future. According to Atmoko (2011: 2) SOP is a guideline or reference for carrying out job duties in accordance with the functions and work assessment tools of government agencies based on technical, administrative and procedural indicators in accordance with work procedures, work procedures and work systems in the work unit concerned. Employee job description assessment is carried

out by superiors and appraisal officials in the form of numbers. As stated by Mathias and Jackson (2006: 382) that performance appraisal is the process of evaluating employees on how well they complete their work. They are compared to a set of standards that the company has and then communicate that information to employees.

Then it is also necessary to pay attention to the obstacles to the application of employee job descriptions, namely:

- 1) Lack of availability of human resources that hinder the application of employee job descriptions because they feel that the workload is increased by completing the employee's job description itself as well as completing the job description of other employees in order to achieve their work targets from each sub-field,
- 2) The low quality of human resources can be seen from the large number of employees, only a few of whom can master the existing applications that lead to job completion. In an international journal by Dr. Rahul Kharabe and Jonathan S. Joseph (2016) "If due to high quality jobs and better work organization, high productivity can also contribute to fostering higher labor market participation and longer working lives, particularly of certain population groups." That qualified employees will get high productivity,
- 3) The existence of multiple employee job descriptions causes employees to be less focused on completing their main work tasks because they are divided into two parts of work in the secretarial and registrar fields. In an international journal by Dr. K. Krishnam Raju and Dr.Sweta Banerjee (2017) "The development of any job description should consider the motivation factors that will motivate the employee." That the development of employee job descriptions must consider employee motivation, so as not to cause excessive workload,
- 4) The existence of employee rotations that are not based on job analysis is an obstacle for employees in adjusting work in the new section,
- 5) The mismatch of job description assessment which is not in accordance with the job description data in the employee job description so that the evaluation assessment carried out is less than optimal. Efforts made to overcome obstacles through the recruitment of student interns can be an additional human resource personnel who can help complete the work so as to lighten the workload of employees, self-study is carried out by employees as an effort to improve the quality of human resources through information searches both from books, internet media and through tourorial management of existing applications from YouTube as an effort to increase employee insight and knowledge, leadership action through regulations prohibiting duplicate

employee job descriptions is made directly by the chairman as a firm action so that employees only focus on completing one job description in accordance with the field of work occupied, coordinating with superiors is carried out every month which leads to employee rotation problems that are not based on job analysis so that they can be resolved immediately, revision of employee job description data is carried out through data matching between job description data through revision and employee job description data.

CONCLUSIONS AND SUGGESTIONS

Due to the lack of adjustment of the division of job descriptions from PT Fokus Kualitas Utama, the performance in the company is less than optimal so that it is necessary to make changes by further adjusting the job description according to the accuracy of existing factors. That way if the strategy preparation on the job description discussion can be immediately changed and improved, the author hopes that the company's service work system can run and provide damaging results. From this satisfactory result, it can also benefit the company for the form of service that is experiencing better development and progress.

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