

The Influence Of Job Analysis And Job Evaluation On Employee Performance Through Work Motivation At The District Office In Bondowoso Regency

Trio Akbar Pamungkas

Faculty of Economics and Business, Economy, Mandala Institute Sains And Technology, Jember, Indonesia

Suwignyo Widagdo

Faculty of Economics and Business, Economy, Mandala Institute Sains And Technology, Jember, Indonesia

Muhaimin Dimyati

Faculty of Economics and Business, Economy, Mandala Institute Sains And Technology, Jember, Indonesia

Abstract

The problem that is the focus of this research is the sub-optimal performance of District Office employees in Bondowoso. The important factors raised to answer this problem are job analysis and job evaluation with motivation as an intervening variable. So the aim of this research is to determine and analyze the influence of job analysis and job evaluation on the performance of sub-district office employees in Bondowoso through motivation as an intervening variable. The research method used is descriptive and quantitative. The population in this study was structural officials (Goals III and IV) totaling 184 employees. The population used was 92 respondents. The sampling technique used in this research is non probability sampling, namely the purposive sampling method. The data analysis technique used is path analysis operated using SPSS 22.0. The test results prove that job analysis and evaluation have a significant effect on the work motivation of District Office employees throughout Bondowoso Regency. Furthermore, job analysis and evaluation and work motivation have a significant effect on the performance of District Office employees throughout Bondowoso Regency. Lastly, job analysis and evaluation influence employee performance through work motivation in District Offices throughout Bondowoso Regency.

Keywords: Analysis, Job Evaluation, Work Motivation and Performance

Introduction

Human resources are an important asset and act as the main driving factor in the implementation of all activities or operations of an organization, thus they must be managed well through Human Resource Management (HRM). According to experts, human resource management is as follows: According to Handoko (2014), human resource management is the recruitment, selection, development, maintenance, and utilization of human resources to achieve both individual and organizational goals.

There are many definitions or meanings of human resource management written by several management experts that essentially have similar conclusions. Human resource management is a type of management that emphasizes attention to issues related to personnel within a company organization. To clarify the meaning of human resource management, the author presents opinions from experts. Ahmad S. Ruky (2014) states that human resources are defined as a source of strength that comes from individuals who can be utilized by the organization. The components of HR are inseparable from what is called the process of empowerment and utilization. Thus, a series of activities focuses on the optimal use of human resources in carrying out daily activities to generate maximum profit.

The results of the job evaluation are usually used as a consideration for providing compensation/remuneration to employees/workers and creating differences in compensation among various positions/jobs. Job evaluation is one of the critical points in human resource management. A systematic and orderly process of measuring the value of a position within an organization is called

job evaluation. Job evaluation should be differentiated from job analysis, which is the process of collecting job data.

The desire that exists within a person varies from that of another, resulting in different human behaviors in carrying out their work. Robbins & Judge (2016) define motivation as a process that determines an individual's intensity, direction, and persistence in striving to achieve goals. According to Rivai (2014), motivation is a set of attitudes and values that influence individuals to achieve more specific things in accordance with their individual objectives. These attitudes and values are something invisible that provides the strength to encourage individuals to behave in order to achieve their goals.

Based on theories stating that several factors are assumed to be important in impacting performance improvement, and based on results from previous similar studies, there exists a research gap that serves as a reference for comparing this research. Previous studies were conducted by Daga, R., & Sujatmiko, S. (2023), whose findings indicate that Evaluation has a negative and insignificant effect on employee work motivation. Next, there is research by Anggraini, I. R., Afifuddin, A., & Hayat, H. (2020), which shows that the variable job description (X_1) does not have a significant effect on employee performance (Y), with the result that $t_{hitung} > t_{tabel}$ at $1.141 < 2.015$ and a significance level of 0.260, where $0.260 > 0.05$. The study by Arismunandar, M. F., & Khair, H. (2020) also indicates that, in partial analysis, job analysis does not significantly affect employee performance.

Based on the statement of the performance theory above, the object of research selected in this study is the Sub-district Office of Bondowoso Regency which consists of 23 Sub-districts. A sub-district is an administrative division of the State of Indonesia under a Regency or City. A sub-district is led by a Head of Sub-district and is divided into several urban villages and villages. In Indonesia, a sub-district or regency is a division of a regency or city.

Methods

clarify the scope of this research discussion, in order to avoid and not get caught up in data collection in very general and broad areas or those that are less relevant to the research objectives, the focus of this research in this thesis is on the performance of structural employees in the sub-districts of Bondowoso Regency. The research was conducted from January to July 2024.

Data collection techniques are the most essential step in research, as the primary goal of research is to obtain data (Sugiyono, 2010). Data collection techniques are the methods used by researchers to gather data in a study. In this research, the researcher chose a qualitative research type, thus the data obtained must be in-depth, clear, and specific. Furthermore, Sugiyono (2010) explains that data collection can be obtained from observations, interviews, documentation, and a combination/triangulation. In research, data collection methods are an important factor, as calculations are derived from the data obtained in the study.

Reliability refers to the understanding that the instrument used can consistently measure what is being measured over time. The qualification requirement for a measuring instrument is consistency, stability, or not varying (Azwar, 2012). The instrument whose reliability is tested is the one created by the researcher. In this case, the instrument consists of context components, inputs, processes, and results. Reliability is determined based on the proportion of total variance that represents the actual total variance. The larger this proportion, the higher the reliability. To test the reliability of the instrument that will be used in this research, the Alpha coefficient formula is used because the scores on the items of the instrument are ordinal scores that range from 1 to 4 or 1 to 5. According to Arikunto (2010: 164).

This section explains each path in the model using path analysis. Each tested path shows the direct and indirect effects of job analysis (X_1) and job evaluation (X_2) on work motivation (Z) and employee performance (Y) of the Bondowoso Regency Government. By knowing whether each of these paths is significant or not, it will answer whether the proposed hypothesis is accepted or rejected.

The methodology section contains the approach used in producing scientific articles. Specifically for scientific research articles, the methodology section includes research methods, populations, and samples, as well as data analysis steps.

Results and Discussion

A sub-district is an administrative division under Level II Region. A sub-district is led by a sub-district head (Camat) and is divided into several urban villages (Kelurahan) and rural villages (Desa). Bondowoso Regency has 23 sub-districts. The sub-district is one of the Regional Device Organizations (OPD) in Bondowoso Regency that has the working area in the sub-district as an implementing element in the fields of governance, development, and community. The sub-districts in Bondowoso Regency are led by a Camat who serves as the coordinator of government affairs in the sub-district area, which in carrying out their duties and functions is under and responsible to the Regent through the Regional Secretary. The sub-districts in Bondowoso Regency have the task of carrying out the governmental authority delegated by the Regent and other governmental duties. The main duties and functions of the sub-districts in Bondowoso Regency referring to the Regional Regulation of Bondowoso Regency Number 7 of 2016 concerning the Formation and Structure of Regional Devices of Bondowoso Regency and the Regent's Regulation Number 98 of 2016 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of Sub-districts in Bondowoso Regency.

The office employees of the sub-district in the entire Bondowoso Regency who are respondents in this study can be detailed based on gender as shown in the table below:

Table 1. Characteristics of respondents based on gender

Gender	Response	Persentation (%)
Male	56	60,9
Female	36	39,1
Total	92	100,0

Source: Analisis

Based on table 4.1, it is known that out of 92 respondents, 60.9% or 56 consist of males and 39.1% or 36 are females, which means that the number of male respondents is higher than that of female respondents. This is due to the fact that more males are interested or willing to participate in this survey compared to females. This is influenced by the research topic and the method of survey distribution. In addition, male employees have a larger proportion in each sub-district office in Bondowoso Regency.

The respondents from the District Office employees throughout Bondowoso Regency in this study can be detailed by age as shown in the table below:

Table 2. Characteristics of Respondents Based on Age

Age	Response	Persentation (%)
31 – 40	18	19,6
41 – 50	44	47,8
51 – 58	30	32,6
Total	92	100,0

Source: Analisis

Explaining the age of employees at the Subdistrict Office throughout Bondowoso Regency, respondents aged 31 – 40 years amount to 18 people or 19.6%, respondents aged 41 – 50 years amount to 44 people or 47.8%, and respondents aged 51 – 60 years amount to 30 people or 32.6%. This indicates that the majority of employees at the Subdistrict Office across Bondowoso Regency are within the age range of 41 – 50 years. With 47.8% of respondents in the age range of 41 – 50 years, it can be concluded that many employees are at the peak of their careers, where they likely possess mature experience and skills in their jobs. The age of 41 – 50 years typically indicates that employees have gained a lot of work experience. This can be an advantage for the efficiency and effectiveness of work at the subdistrict office. The presence of 32.6% of employees aged 51 – 60 years indicates that there is a significant number of employees nearing retirement age.

The office employees of the sub-districts throughout Bondowoso Regency who are respondents in this study can be detailed based on their years of service as shown in the table below:

Table 3. Characteristics of Respondents Based on Length of Service

Working Period	Number of Respondents	Persentation (%)
10 – 15	20	21,7
16 – 20	46	50,0
21 – 25	26	28,3
Total	92	100.0

Source: Analisis

explaining the length of service of employees at the sub-district office throughout Bondowoso Regency, respondents with a length of service between 10 – 15 years accounted for 21.7% or 20 people, a length of service between 16 – 20 years was 50.0% or 46 people, and a length of service between 21 – 25 years was 28.3% or 26 people. This indicates that the majority of employees at the sub-district office in Bondowoso Regency have relatively long tenures, particularly in the range of 16 – 20 years. With 50% of employees having a length of service between 16 – 20 years, this indicates a high level of stability in the workforce. Employees with long tenures typically possess deep experience and knowledge about the work and procedures at the sub-district office. Employees with tenures of 10 – 15 years (21.7%) and 21 – 25 years (28.3%) demonstrate a good balance between experience and continuity.

In the job analysis variable (X1), there are five indicators used as a questionnaire to determine respondents' responses regarding job analysis in the District Office throughout Bondowoso Regency. The results of the research respondents' answers can be seen in the following table:

Table 4. Distribution of Respondents Based on Job Analysis Variable Answers (X1)

No	Indicator	Score										Amount	
		1		2		3		4		5			
		F	%	F	%	F	%	F	%	F	%	F	%
1	X1.1	0	0	4	4,3	14	15,2	66	71,7	8	8,7	92	100,0
2	X1.2	0	0	4	4,3	23	25	52	56,5	13	14,1	92	100,0
3	X1.3	0	0	4	4,3	28	30,4	58	63	2	2,2	92	100,0
4	X1.4	0	0	3	3,3	18	19,6	60	65,2	11	12	92	100,0
5	X1.5	0	0	6	6,5	15	16,3	63	68,5	8	8,7	92	100,0

Source: Analisis

It can be noted that the first indicator about job analysis in the District Office of Bondowoso Regency is Job or Position Identification (X1.1) where respondents feel they know how to identify the types of jobs suitable for employee positions, dominated by agree responses with a total of 66 respondents or 71.7%. The second indicator of job analysis in the District Office of Bondowoso Regency is the Relationship of Duties and Responsibilities (X1.2) where respondents feel capable of detailing the tasks and responsibilities assigned to officials, dominated by agree responses with a total of 52 respondents or 56.5%.

In the third indicator regarding job analysis at the Sub-District Offices throughout Bondowoso Regency, the Standard authority and duties (X1.3) respondents felt that each official must have achievements in their held authority, dominated by the agree responses, totaling 58 respondents or 63.0%. In the fourth indicator regarding job analysis at the Sub-District Offices throughout Bondowoso Regency, the Work requirements (X1.4) respondents were able to choose a more effective and efficient working method, dominated by the agree responses, totaling 60 respondents or 65.2%. In the fifth indicator regarding job analysis at the Sub-District Offices throughout Bondowoso Regency, the Job or position summary (X1.5) respondents were able to outline the general form of work by only listing its main functions and activities, dominated by the agree responses, totaling 63 respondents or 68.55%.

In the job evaluation variable (X2), there are five indicators used as a questionnaire to determine the respondents' responses regarding the job evaluation (X2) at the Subdistrict Office across Bondowoso Regency. The results of the respondents' answers can be seen in the table below:

Table 5. Distribution of Respondents Based on Job Evaluation Variable Answers (X2)

No	Indicator	Score										Amount	
		1		2		3		4		5			
		F	%	F	%	F	%	F	%	F	%	F	%
1	X2.1	0	0	5	5,4	12	13	61	66,3	14	15,2	92	100,0
2	X2.2	0	0	3	3,3	11	12	55	59,8	23	25	92	100,0
3	X2.3	0	0	5	5,4	25	27,2	50	54,3	12	13	92	100,0
4	X2.4	0	0	3	3,3	26	28,3	55	59,8	8	8,7	92	100,0
5	X2.5	0	0	3	3,3	22	23,9	53	57,6	14	15,2	92	100,0

Source: Analisis

The first indicator regarding job evaluation at the District Office across Bondowoso Regency is the Scope and Impact of the Program (X2.1); respondents felt capable of handling every difficulty in their work field, including the impacts arising from specific jobs, with the majority of responses being agree, totaling 61 respondents or 66.3%. The second indicator concerning job evaluation at the District Office throughout Bondowoso Regency is Organizational Arrangement (X2.2); respondents felt that every employee in a position must consider the organizational situation at various levels of supervisory positions, also dominated by agree responses, with a total of 55 respondents or 59.8%.

In the third indicator regarding job evaluation at the Subdistrict Office throughout Bondowoso Regency, namely Supervisory and Managerial Authority (X2.3), respondents believe that every employee holding a position must meet the stipulated authority and responsibilities outlined for certain factor levels, with the majority of responses agreeing, totaling 50 respondents or 53.4%. In the fourth indicator regarding job evaluation at the Subdistrict Office throughout Bondowoso Regency, namely Assurance of Personal Relationships (X2.4), respondents feel that officials must have good personal relationships with both superiors and their subordinates, with the majority of responses agreeing, totaling 55 respondents or 59.8%.

In the fifth indicator regarding job evaluation at the Sub-district Office across Bondowoso Regency, which is the Difficulty in Job Direction (X2.5), respondents feel capable of measuring the difficulty and complexity of basic jobs within the directed organization, including line and staff jobs, or contracted jobs that are the technical or supervisory responsibility of the supervisor, whether directly or through junior supervisors, team leaders, or other parties, is dominated by agree responses, amounting to 53 respondents or 57.6%. From the overall answers on the job evaluation variable at the Sub-district Office across Bondowoso Regency, the majority express agreement on all three indicators of the job evaluation variable at the Sub-district Office in Bondowoso Regency.

In the work motivation variable (Z), there are five indicators used as a questionnaire to determine respondents' responses regarding the work motivation variable at the District Office throughout Bondowoso Regency. The results of the respondents' answers can be seen in the table below:

Table 6. Distribution of Respondents Based on Answers to the Work Motivation Variable (Z)

No	Indicator	Score										Amount	
		1		2		3		4		5			
		F	%	F	%	F	%	F	%	F	%	F	%
1	Z1	0	0	0	0	23	25	54	58,7	15	16,3	92	100,0
2	Z2	0	0	0	0	21	22,8	58	63	13	14,1	92	100,0
3	Z3	0	0	4	4,3	25	27,2	50	54,3	13	14,1	92	100,0
4	Z4	0	0	4	4,3	23	25	56	60,9	9	9,8	92	100,0
5	Z5	0	0	3	3,3	19	20,7	59	64,1	11	12	92	100,0

Source: Analisis

It can be seen that for the first indicator of work motivation at the District Office throughout Bondowoso Regency, namely physiological needs (Z1), respondents felt that they had received a

decent salary/wage to meet basic needs, dominated by agree responses totaling 54 respondents or 58.7%. Meanwhile, for the second indicator of work motivation at the District Office throughout Bondowoso Regency, namely the need for security (Z2), respondents felt assured of protection from threats to safety and job evaluation, dominated by agree responses totaling 58 respondents or 63.0%.

As for the third indicator of work motivation in the Sub-District Office throughout Bondowoso Regency, which is social needs (Z3), respondents feel accepted in the workplace, engage in good and harmonious work interactions, with a predominance of agree responses totaling 50 respondents or 54.3%. Meanwhile, for the fourth indicator of work motivation in the Sub-District Office throughout Bondowoso Regency, which is esteem needs (Z4), respondents feel they have received appreciation and recognition and are not treated arbitrarily, with a predominance of agree responses totaling 56 respondents or 60.9%.

As for the fifth indicator regarding work motivation in all sub-district offices of Bondowoso Regency, namely the need for self-actualization (Z5), respondents feel that their needs to develop themselves and their potential have been met, dominated by agreed answers from 59 respondents or 64.1%. From the overall responses regarding the work motivation variable in all sub-district offices of Bondowoso Regency, the majority stated agreement on the work motivation variable.

Conclusion

Based on the findings of the research that has been outlined, the conclusions in this study are The test results prove that job analysis has a significant effect on the work motivation of employees at the Subdistrict Office across the Bondowoso Regency. This shows that by applying good and consistent job analysis, organizations can enhance the work spirit and motivation of their employees to perform their tasks better. The test results prove that job evaluation has a significant effect on the work motivation of employees at the Subdistrict Office across the Bondowoso Regency. A good and structured job evaluation can help employees understand the value and contribution of their work to the organization, thus increasing their sense of responsibility and motivation to work better. The results of the test prove that job analysis significantly affects the performance of employees at the Sub-district Office throughout Bondowoso Regency. By implementing the appropriate job analysis, organizations can ensure that their employees possess the skills and knowledge required to complete their tasks effectively and efficiently, thereby enhancing their overall performance.

The results of the test demonstrate that job evaluation significantly affects the performance of employees at the Sub-district Office throughout Bondowoso Regency. A good job evaluation can help organizations identify and address deficiencies or weaknesses in their employees' performance, thereby improving their performance sustainably.

The results of the testing prove that work motivation has a significant impact on the performance of employees at the Subdistrict Office throughout Bondowoso Regency. When the employees have high work motivation, they will work with more enthusiasm, focus, and perseverance, resulting in better performance and achieving more optimal targets.

The results of the testing prove that job analysis affects employee performance through work motivation at the Subdistrict Office throughout Bondowoso Regency. Good job analysis can enhance employees' work motivation by providing them with a clear understanding of their tasks and responsibilities, as well as opportunities to grow and achieve success in their careers.

The test results prove that job evaluation affects employee performance through work motivation at the sub-district offices throughout Bondowoso Regency. A good job evaluation can increase employees' work motivation by providing them with constructive and objective feedback about their performance, as well as opportunities to learn and improve their skills.

References

- Achmad S. Ruky, 2014. Sistem Manajemen Kinerja, Cetakan Ketiga, PT. Gramedia Pustaka Utama, Jakarta.
- Anggraini, I. R., Afifuddin, A., & Hayat, H. (2020). Pengaruh analisis jabatan terhadap kinerja pegawai di Badan Kepegawaian Daerah (BKD) Kota Malang. *Respon Publik*, 14(1), 25-31.
- Ardianti, Febry Erfin, Nurul Qomariah, and Yohanes Gunawan Wibowo. "Pengaruh Motivasi Kerja, Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi Kasus Pada PT. Sumber Alam Santoso Pratama Karangsari Banyuwangi)." *Jurnal Sains Manajemen dan Bisnis Indonesia* 8.1 (2018).
- Arikunto, S. (2016). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Arismunandar, M. F., & Khair, H. (2020). Pengaruh Kompensasi, Analisis Jabatan dan Pola Pengembangan Karir Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 273-282.
- Arismunandar, M. F., & Khair, H. (2020). Pengaruh Kompensasi, Analisis Jabatan dan Pola Pengembangan Karir Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 273-282.
- Armstrong, Michael. 2005. *Manajemen Sumber Daya Manusia*. PT Elexmedia. Komputindo
- Artiantyo Wirjo Utomo, Nurul Qomariah, Nursaid. "The Impacts of Work Motivation, Work Environment, and Competence on Performance of Administration Staff of dr. Soebandi Hospital Jember East Java Indonesia." *International Journal of Business and Management Invention (IJBMI)* ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X www.ijbmi.org || Volume 8 Issue 09 Series. II || September 2019 || PP 46-52
- Aswandi Idris, Firdaus, Rachmad; Nakagoshi, Nobukazu. 2013. sustainability assessment of humid tropical watershed: a case of Batang Merao watershed, Indonesia. *Procedia Environmental Sciences*, 20, 722-731.
- Bintoro dan Daryanto. 2017. *Manajemen Penilaian Kinerja Karyawan*. Cetakan 1. Yogyakarta : Gava Media.
- Daga, R., & Sujatmiko, S. (2023). Pengaruh Komunikasi Internal, Evaluasi, dan Reward terhadap Motivasi Kerja Pegawai (Studi Kasus Bank BTN KC Makassar). *SEIKO: Journal of Management & Business*, 6(1), 335-345..
- Firdaus, M., & Dimiyati, M. (2023). *Analisis Multivariat dan Metode Kuantitatif untuk Manajemen: Analisis Korelasi dan Regresi*. Jember: Mandala Press
- Fuad, Abdillah. 2012. Hubungan Kohevitass Kelompok Dengan Intensi Turnover. Pada Karyawan. *Journal of Social and Industrial Psychology*.
- Ghozali, Imam. 2011. "*Aplikasi Analisis Multivariate Dengan Program SPSS*". Semarang: Badan Penerbit Universitas Diponegoro.
- Gomes, Faustino Cardoso. 2010. *Manajemen Sumber Daya Manusia*. Yogyakarta: Andi.
- Hanafi, A. S., Bahri, S., & Abd Majid, M. S. (2018). Pengaruh Struktur Organisasi dan Analisis Jabatan Terhadap Motivasi Kerja Pegawai (Studi pada SMK SMTI Kementerian Perindustrian di Indonesia). *Monex: Journal of Accounting Research*, 7(2).
- Handoko, T. H. (2014). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: BPFE.
- Harsono. 2011. *Etnografi Pendidikan sebagai Desain Penelitian Kualitatif*. Surakarta: Universitas Muhammadiyah Surakarta.
- Hasan. Aedy. 2011. *Teori dan Aplikasi Etika Bisnis Islam*. Bandung: Alfabeta
- Hasibuan, Malayu S.P, 2013. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: PT.Bumi Aksara.
- Hasibuan, Malayu. 2012. "*Manajemen Sumber Daya manusia*". Jakarta: PT Bumi. Aksara.
- Hasibuan. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hasyim, M., Firdaus, M., & Handayani, Y. I. (2020). The Effect Of Emotional Quotient, Motivation And The Working Environment On Teacher's Performance With Work Communications As A Moderation Variables In SMK PGRI 1 Giri Banyuwangi. *ABM: International Journal of Administration, Business and Management*, 2(1), 46-61.
- Hendra, T., & Hafizah, V. (2020). Pengaruh Analisa Jabatan Terhadap Kinerja Pegawai Negeri Sipil Pada Dinas Kesehatan Kota Pekanbaru. *Eko dan Bisnis: Riau Economic and Business Review*, 11(2), 179-189.
- Wibowo, 2015. *Manajemen Kinerja Edisi Kelima*, Penerbit PT. Raja Grafindo. Persada, Jakarta.

- Widagdo, S., Dimiyati, M., & Handayani, Y, I., 2021 *Metodologi Penelitian Manajemen. Cara Mudah Menyusun Proposal dan Laporan Penelitian* Jember: Mandala Press
- Widagdo, Suwigno Dan Yuniorita Indah Handayani. 2020. *Riset Kuantitatif Manajemen Sumber Daya Manusia*. Jember: Mandala Press
- Wijaya, A., & Hardianti, S. (2018). Effect of Job Analysis on Employee Performance in the Banking Sector. *International Journal of Business and Management Studies*, 6(2), 150-163.
- Wijaya, D., & Santoso, T. (2019). The Impact of Job Analysis on Employee Motivation in the Public Sector. *Journal of Public Administration*, 7(1), 45-59.
- Wirawan, 2015. *Evaluasi Kinerja Sumber Daya Manusia (Teori, Aplikasi, dan. Penelitian)*. Jakarta: Salemba Empat.
- Yuliani, E., & Syafrina, R. (2017). The Influence of Job Analysis on Employee Performance in the Telecommunications Industry. *Journal of Human Resource Development*, 5(3), 75-89