# The Role of Job Analysis in Human Resource Development in Educational Institutions

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| Article Info | Abstract |
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| | *Job analysis is a systematic process of identifying and documenting the responsibilities, duties, and qualifications required for each position in an organization. Through job analysis, educational institutions can formulate HR development strategies that are more effective and in line with the needs of educational institutions. This research aims to analyze the role of job analysis in the development of Human Resources (HR) in educational institutions. This research uses the Literature Review method by collecting data from journals, articles, books related to case studies that discuss several educational institutions that are accessed online. The research results show that job analysis has a significant contribution to training planning, career development and increasing employee competency. By conducting a good job analysis, educational institutions can ensure that human resource development runs in accordance with the institution's vision and mission. In addition, job analysis helps in preparing a clearer organizational structure and supports operational efficiency.* |
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## 1. INTRODUCTION

The introduction should contain (in order) general background, previous literature review (*state of the art*) as the basis for statements of scientific novelty from articles, statements of scientific novelty, and research problems or hypotheses. At the end of the introduction, the purpose of the article study must be written. In the scientific article format, literature reviews are not permitted as in research reports, but are carried out in the form of previous literature reviews (*state of the art*) to demonstrate the scientific novelty of the article.

In HRM, there is job analysis which plays an important role in it. HR are individuals who have the resources or potential to be involved in activities beneficial. Job analysis is an essential requirement for someone to be able to carry out work obligations in the position they hold well, including duties, responsibilities and relationships with other roles in the Company. Job analysis, which is part of HRM in an organization, is determining the contents of a position which includes duties, responsibilities, authority, working conditions, education, skills, work experience, and its relationship with other positions in the organization. This job analysis is also a job requirement which is very necessary for organizational members or employees to be able to carry out their duties well.

The main objective of the recruitment and selection process is to find the right person for a particular position, so that the person is able to work optimally and can stay in the

company for a long time. Even though the goal sounds very simple, the process turns out to be very complex, takes quite a long time and costs a lot of money and there is a big chance of making mistakes in determining the right person. The selection process is the steps that applicants must go through until they finally reach a decision whether they are accepted or rejected as new employees. This process differs from one company to another. This process generally includes evaluating requirements, testing, interviews, physical exams.

In the selection process various types are used to evaluate requirements and especially for testing. Organizations or agencies, especially educational institutions, must take into account or overcome what creates obstacles, where in determining educational institution policies they must be in accordance with the expectations of all elements, including teachers as staff. education, student elements, and elements of the surrounding community. Based on the description above, it can be understood that Job Analysis has a role in HR Development in Educational Institutions.

## 2. RESEARCH METHOD

This article uses a type of library research. Library research is a series of activities to collect library data by reading, taking notes and interpreting it into research data. Mahmud in Mubarok Ramdanil The library method is also research that uses literature as the main data source. The author used the data collection technique in this article by identifying sources through books, papers and journal articles, magazines, online journals and websites. Likewise, matters related to the development of human resource management in the form of notes, books, magazines and online media. The research stages that the author carried out were collecting research materials, reading literature, making small notes, processing the reading results into research data.

## 3. RESEARCH RESULTS AND DISCUSSION

### 3.1. Job Analysis as a Basis for Human Resource Management in Educational Institutions

#### A. Definition and Function

According to Armstrong, job analysis (*work examination*) is a method, procedure and activity carried out to collect and analyze information about work, in the form of job descriptions, job indicators, required education and competencies, operational procedures for carrying out work, work results as well as compensation and job assessment. Job analysis provides valuable information for companies, including determining recruitment strategies, selection, performance assessment, training and development, position plans and overhauls and Human Resource planning.

According to Wahdati, Job Analysis is an effort to bring out facts or information in a job with the aim of producing information or information regarding systematic job procedures. Job analysis is a crucial aspect of human resource management that involves collecting and assessing information about the duties, responsibilities and requirements for each position in the organization.

According to Tanumihardjo, job analysis is an important aspect in human resource management because it contributes to achieving organizational goals by increasing productivity, service and quality. Meanwhile, according to Ariany, job analysis is a process of systematically collecting information about a particular position or job with the aim of making various decisions regarding that position. Job analysis identifies the duties, obligations, and responsibilities associated with the position or job. Job analysis is related to various functions in human resource

management, this is because analysis of a position can produces a job description that describes the contents of the position, including the tasks or work to be carried out, performance standards, portions of the position, and requirements for *stakeholder*. This information can be used as a basis for carrying out work, including in the process of recruiting organizational members or company employees.

By conducting job analysis, organizations can determine employee specifications, identify training needs, and assign job ratings. This analysis provides a solid basis for HR planning, improving organizational performance, and supporting recruitment and performance evaluation processes. However, challenges such as ensuring data accuracy, engaging employees, and complying with regulations need to be overcome to achieve effective results. With a structured approach and involving participation, job analysis can make a significant contribution to organizational success.

B. Preparation of Job Descriptions and Specifications

It can be seen from the previous explanation, determining a position in an organization and the behavior of members of that organization has the aim of filling the parts needed in a job. There are two elements that make up a job definition, namely *task* requirements *dan people requirements*. From many cases of job characteristics, a job can usually be immediately recognized, for example from the tools used, work environment settings, implementation procedures, methods and standards of worker performance. From this data, a job analyst will provide a job description or written statement about what the person holding the position will do, about how they will do the job, and why they should do it. The results of this analysis can then be used to determine the skills, abilities and characteristics needed to do the job. This is usually referred to as job specifications.

Job description is the main result of job analysis. The job description itself can be in the form of a document, which will later provide information regarding job obligations, duties and responsibilities as well as related working conditions. A job description is a short, accurate statement of what the organization expects and its members will do in a job. The elements contained in the job description include: Name of Position, Work Activities and Procedures, Working Conditions and Physical Environment, Social Environment, and Working Conditions.

Furthermore, when discussing job specifications, it must be related to personal characteristic competencies such as knowledge, skills, abilities. These characteristics are needed to carry out a position or title in an organization or company. In some positions, position specifications can be flexible and not rigid, in the sense that the position specifications are only used as a guide in the process of member recruitment, selection and placement of members into each division. Job specifications refer to the level of acceptable performance and the level of some abilities that can substitute members for other abilities. Job specifications also identify standards *"minimally acceptable"* in the selection and appearance of future members after they have been divided into each division.

On some occasions, positions are seen as static, in the sense that once a position has been defined and the required behavior has been specified, the position cannot be influenced by different situations or by the person holding the position. In reality, position is something complex and dynamic. So, in order to carry out a job analysis, one must take into account or at least think about the long-term effects associated with a change.

The job analysis process begins with the identification step of existing positions within the organization. This step is then followed by collecting information which is carried out through various methods such as direct observation, interviews, questionnaires, and work recording. This data collection aims to obtain relevant information regarding the duties, responsibilities and working conditions faced by each position in the organization. After the necessary data is collected, the next step is to carry out in-depth analysis and validation of the data to ensure that the information obtained is truly accurate and reliable.

### 3.2. The Role of Job Analysis in the HR Recruitment and Selection Process

Job analysis is a systematic effort to collect, evaluate, and organize all types of jobs in an organization. The larger the organization, the more it is usually left to experts in this field to carry out various HR activities. Human resource management professionals do not have to have in-depth knowledge of all types of activities found in other work units in an organization. Job analysis is a tool that specialists use to gather knowledge about different jobs and their different requirements. Implementation analysis Positions in human resource management activities consist of three component analysis, namely: analyzing job descriptions, job specifications and job performance standards.

Recruitment can be defined as a process of searching for and attracting (inducing to apply) qualified applicants to fill certain vacant positions/positions, which have been identified in human resource planning. Recruitment is the process of obtaining and searching for possible job applicants of the quality and number necessary and sufficient to meet current vacancies and to achieve organizational needs and goals. Recruitment is linked to what the workforce planner has made. This means that what the party doing the recruitment wants to do must be in harmony and in accordance with the needs of the workforce.

Educator recruitment is a set of activities and processes used to obtain a number of qualified people at the right place and time in accordance with applicable legal provisions so that people and schools can select each other based on each other's best interests in the long and short term. By implementing good recruitment, it is hoped that the school will receive teaching staff who match the qualifications set by the school, because in the continuity of school activities the human element is a very important element, because the smooth running of the school program is largely determined by the people involved in it.

Implications in the recruitment system for hiring appropriate/right people so that they can increase their competitiveness. Recruitment can be carried out in stages including identifying the needs of educators/teachers, selection to determine suitability of capabilities, and placement according to duties and positions. Appropriate recruitment methods will be in line with the goals of the Educational Institution. Human resources are a very important factor in achieving the goals and expectations of educational institutions. The competitiveness of educational institutions will be increased through appropriate recruitment patterns and the needs of educational institutions. Recruitment methods include internal and external factors, namely where internal factors take into consideration recruitment consisting of the resources of the educational institution, policies, job requirements, needs of educators/teachers, the vision and goals of the educational institution. Meanwhile, external factors consider employment regulations and competition between individuals.

The selection process is the steps that applicants must go through until they finally reach a decision whether they are accepted or rejected as new employees. In the

process, the selection differs from one company to another. This process generally includes evaluating requirements, testing, interviews, physical exams. In the selection process various types are used to evaluate requirements and especially for testing.

There are four components in the selection process consists from 1) Quantity (amount) of labor required 2) Standard Required worker qualifications 3) Qualifications of a number of potential workers 4) A series of selection tools. To carry out selection several forms of selection can be applied including (1) Administrative selection (2) Written selection (3) Unwritten selection. The selection system implemented must be based on efficiency (money, time and energy) and aims to obtain the best employees with the right placement. According to Andrew F. Sikula (1) Successive- Hurdles, a selection system that is implemented based on the order of testing, that is, if an applicant does not pass a test, he or she may not take part in the next test and the applicant is declared disqualified. (2) Compensatory-Approach, a selection system carried out by applicants taking all the tests, then calculating the average test score whether they reach the standard or not. Applicants who achieve standard scores are declared to have passed, otherwise they are declared to have failed or not passed.

Selection is an important function because the various skills needed by an organization to achieve its goals are obtained from the selection process. The selection process will involve the process of guessing the best from existing applicants. Selection of new employee recruitment. aims to obtain the following things: 1) Employees who have potential, 2) Employees who are disciplined and honest, 3) Employees who are in accordance with the tasks and skills required, 4) Skilled employees, 5) Employees who are creative and dynamic, 6 ) Loyal employees, 7) Reducing employee turnover, 8) Employees who fit the organizational culture, 9) Employees who can work together within the company, 10). Employees who are easy to develop in the future Job analysis is a process of collecting and recording reliable and valid information using certain procedures regarding a particular position and the requirements that the position holder must have.

Job analysis identifies the duties, obligations, and responsibilities associated with the position or job. Job analysis as part of HRM in an organization is a determination of the contents of a position which includes duties, responsibilities and relationships with other positions in the organization, as well as the requirements needed for a person to be able to carry out job duties in that position. carried it out well. Through job analysis, various measures will be obtained which are the basis for activities in other management functions. The objectives of job analysis are as follows:

Firstly, determining employee specifications, namely by analyzing positions, staffing requirements can be obtained, and an understanding can also be given regarding the duties contained in a position, as well as the requirements that must be met by each person who occupies a position in order for the work to be carried out and be successful.

Second, determining training needs, namely by using the results of job analysis, you can find out what abilities and skills are needed by employees so that a training program can be determined that suits the employee's needs to help carry out their work.

Third, determining ranking, namely by analyzing positions, the weight of a position can be known so that it can be assessed and compared between one position and another, and a position ranking can be arranged in the organization. Job analysis is a procedure for determining the duties and skill requirements of a position as well as what kind of individuals are employed in that position.

### 3.3. Needs Identification Process Based on Job Analysis

#### 1. Review of Archival Information

Review of archival information including previous job analysis studies, job descriptions or specifications, performance appraisals, training materials or manuals for the job. For example; work products such as memos or other documents, other personal records that explain the work in question.

#### 2. Data Collection

Observation involves studying role holders in the workplace, noting what they do, how they do it, and how much time it takes. The data resulting from the job analysis is then arranged in the form of job descriptions and job specifications.

#### 3. Position Description and Position Specifications

The job description is physical evidence regarding the description of the main duties and functions. Job specifications include who will do the job and the requirements required. With clear boundaries, employees can develop professionalism and achieve good performance.

#### 4. Performance Appraisal and Performance Allowances

Description The positions determined in the job analysis are the basis for performance evaluation and performance allowances for civil servants. This ensures that every employee works effectively and productively.

### 3.4. The Influence of Job Analysis on HR Performance Evaluation

Performance evaluation is the process of assessing and measuring individual performance achievements in carrying out their responsibilities in a position. This process is carried out to measure how well employees carry out assigned tasks in accordance with the description and standards that have been set. Performance evaluation aims to:

a) Assess employee contributions to achieving organizational goals.
b) Identify employee strengths and weaknesses for further development.
c) Provide feedback to employees regarding areas of improvement.
d) Provides a basis for decisions regarding promotions, promotions, or incentives.

Within educational institutions, performance evaluations often include assessments of teaching effectiveness, contributions to curriculum development, and interactions with students and colleagues. A structured performance evaluation process allows educational institutions to ensure that their HR performance meets the desired quality standards.

Job analysis and performance evaluation are closely related in human resource management, because both aim to ensure that employee performance is aligned with the needs and goals of the organization. In the context of educational institutions, this linkage is increasingly important considering the need for optimal quality teaching and management to support learning.

### 3.5. Job Analysis as a Basis for Performance Evaluation

Job analysis provides a strong basis for performance evaluation. Information resulting from job analysis, such as job descriptions, responsibilities and required competencies, is used to formulate standards and performance indicators. With clear standards, performance evaluation becomes more focused and objective.

For example, a teacher who has had his position analyzed will have performance standards that include teaching methods, student learning outcomes, and interactions with parents and colleagues. When a performance evaluation is carried out, this indicator becomes the main benchmark in assessing whether the teacher has met or exceeded the expectations of his position description.

1. Reducing Subjectivity in Performance Evaluation

One of the main benefits of linking job analysis and performance evaluation is the reduction of subjectivity. Without a clear basis of job analysis, performance evaluations tend to rely on the evaluator's personal perceptions, which can lead to bias or unfairness.

With a comprehensive job description, performance assessment is more focused on achievements in accordance with the duties and responsibilities that have been described. For example, in an educational institution, a school principal can assess the performance of administrative staff by referring to job descriptions that have been prepared based on the results of job analysis. Assessments are based on performance in managing documents, serving student needs, or carrying out other administrative tasks.

2. Directing Employee Focus on Performance Achievement

With clear job analysis results, employees better understand what is expected of them. They can focus on achieving tasks relevant to their position, because they know that their performance will be evaluated against established standards. This helps increase productivity, as employees have clear guidance on what to achieve in their work.

### 3.6. Direct Influence on Performance Evaluation

Job analysis has a direct impact on the performance evaluation process in an organization, including educational institutions. By using the results of job analysis, institutions can develop more objective and fair performance standards, which will be used to assess employee performance. This influence is visible in several key aspects of performance evaluation.

1. Creating Specific and Relevant Benchmarks

One of the main influences of job analysis on performance evaluation is the creation of specific and relevant benchmarks. Through job analysis, the key responsibilities and duties of each position are clearly identified. This allows educational institutions to set performance evaluation benchmarks that are directly related to the actual work performed by employees.

For example, a teacher's job description includes roles in designing lesson materials, teaching in class, and providing evaluations of student progress. Performance evaluation benchmarks for teachers can then include the quality of the lesson material prepared, ability to manage the class, and success in improving student learning outcomes. With specific benchmarks like this, the performance evaluation process becomes more focused and relevant.

2. Increase Evaluation Accuracy and Objectivity

Job analysis also increases accuracy and objectivity in performance evaluations. Without job analysis, performance evaluations are often carried out based on subjective perceptions or general assessments that may not be completely relevant to the tasks carried out by the employee. Job analysis reduces the potential for subjectivity by providing a clear basis for what should be evaluated.

In educational institutions, for example, teacher performance is not evaluated only based on the number of teaching hours, but also based on the quality of

teaching, relationships with students, and the learning impact achieved. In this way, evaluation becomes more accurate because it is based on criteria that are relevant to the teacher's role.

3. Provide More Precise and Targeted Feedback

Performance evaluation based on job analysis allows for more precise and targeted feedback. Because performance evaluation benchmarks are aligned with job descriptions, educational institutions can provide feedback to employees that is specifically related to the tasks they carry out.

For example, an administrative staff member at an educational institution may receive feedback regarding efficiency in handling student paperwork, or timeliness in completing administrative tasks. This more specific feedback helps employees understand which areas need to be corrected or improved, so that the self-development process becomes more effective.

4. Increase Employee Motivation

Performance evaluations that are based on clear standards and are relevant to the job description can increase employee motivation. When employees know that their performance will be assessed based on specific tasks and responsibilities, they will feel more appreciated and motivated to perform better.

In educational institutions, for example, a teacher who knows that teaching performance and innovation in learning methods will be assessed objectively will be more motivated to innovate in the teaching and learning process. By knowing that their efforts are appreciated, teachers and other employees will feel more involved and eager to contribute more to the institution.

5. Provides a Basis for HR Decision Making

Job analysis not only influences performance evaluation, but also provides a strong basis for decision making regarding human resource management. Performance evaluation results based on job analysis help educational institutions make more informed decisions regarding promotions, training, or even performance improvements.

## 3.7. Impact on Employee Development

Job analysis not only influences the performance evaluation process, but also has a significant impact on employee development in an institution, including educational institutions. With the right analysis results, institutions can design development programs that suit employee needs based on the results of their performance evaluation.

1. Identify Training and Development Needs

One of the main impacts of job analysis is its ability to more precisely identify employee training and development needs. By having performance evaluations that are based on standards derived from job descriptions, educational institutions can see areas where an employee does not meet expectations and requires improvement in skills or competencies.

If from performance evaluation it is discovered that a teacher has not fully mastered the use of technology in the teaching process, the institution can identify this as an area for development and design appropriate training. This ensures that the training provided is relevant and appropriate to the individual needs of employees.

2. More Directed Career Planning

By using job analysis, educational institutions can help employees plan their careers more purposefully. Performance evaluation results can provide a clear

picture of the skills and competencies that must be improved to achieve a higher position in the future.

3. Increasing Competency Through Appropriate Evaluation

Performance evaluation based on job analysis allows for more specific and relevant feedback, which in turn helps employees improve their competence. By knowing areas that need improvement, employees can focus more on developing skills or knowledge that are relevant to their duties and responsibilities.

In educational institutions, a teacher who is evaluated based on performance standards that include teaching innovation and interaction with students will receive specific feedback. If there are deficiencies in the teaching approach, the teacher can be directed to undergo training in new teaching methods or more effective pedagogical approaches. This not only improves individual performance, but also the quality of learning across the institution.

4. Building a Culture of Continuous Learning and Development

Job analysis, when integrated with the performance evaluation process, helps create a culture of continuous learning and development in the organization. Educational institutions that actively use performance evaluation results to develop their employees tend to have a workforce that is more skilled, motivated, and ready to face future challenges.

By continuously identifying and addressing employee development needs, educational institutions can build a culture where lifelong learning becomes an important part of work life. Employees will be more motivated to continue learning and developing, because they see that the institution provides support through appropriate training and relevant development programs.

5. Increase Employee Retention

One important impact of effective employee development is increasing employee retention. When educational institutions proactively support employee development through training, mentoring, and appropriate feedback, employees feel valued and are more motivated to remain working at the institution.

### 3.8. Challenges and Solutions in Implementing Job Analysis in Educational Institutions

Job analysis is a method, procedure and activity carried out to collect and analyze information about work, in the form of: job descriptions, job indicators, required education and competencies, operational procedures for carrying out work, work results as well as compensation and job assessment. Job analysis provides valuable information for companies, including determining recruitment strategies, selection, performance assessment, training and development, job design and redesign and HR planning. Job analysis is the process of collecting and studying various information related to operational work and its responsibilities. Job analysis provides a summary of the obligations and responsibilities of a job, its relationship with other jobs, the knowledge and skills required, and the work environment in which the job is carried out.

Job analysis is also an effort to identify a position in terms of its task activities, prerequisites and specifications in order to later be able to place the right people, according to their abilities, skills and experience in carrying out the job. The results of the job analysis provide information that describes various things about the position, which can be used to develop job descriptions and job specifications. A job description is a list of duties, responsibilities, reporting relationships, and working conditions. Meanwhile, job specifications are a list of a position, including education, skills, personality and others that are appropriate to the position.

Job analysis in educational institutions is a crucial step to ensure that each employee is placed according to their competencies and responsibilities he answered. However, in practice, there are various obstacles that hinder the effective implementation of job analysis. Identifying these obstacles and finding appropriate solutions is important to improve the performance of educational institutions.

Obstacles in Implementing Job Analysis in Educational Institutions;

1) Lack of Understanding and Awareness: Many employees in educational institutions do not understand the importance of job analysis. This leads to resistance to change and lack of participation in the analysis process.

2) Limited Human Resources: Often, educational institutions lack experienced job analysts. Limited quality and quantity of human resources can result in a job analysis process that is not optimal.

3) Data Delays: Timely collection of data from various work units can hinder the completion of job analysis. This delay is often caused by a lack of communication and coordination between teams.

4) Limited Budget: Often, the budget allocated for employee training and development is insufficient, thereby hindering the improvement of competencies required for job analysis.

Solutions for Optimizing Job Analysis in Educational Institutions

1) Training and Education: Conducting training programs to increase employee understanding of job analysis is very important. This education can include the benefits of job analysis and ways to implement it.

2) Increasing the Number of Analysts: Increase the number of position analysts so that the workload can be distributed more evenly. This will allow the analysis process to be carried out more quickly and accurately.

3) Better Coordination and Communication: Establish better communication channels between work units through regular meetings or the use of information technology to ensure data can be collected quickly and completely

4) Budget Optimization: Allocate sufficient budget for employee training and development to improve their competency in job analysis. This includes investment in information technology that can support the analysis process.

With Overcoming these obstacles through the right solutions, educational institutions can optimize the application of job analysis, thereby improving overall performance and ensuring that each employee is in a position that matches his or her competencies. Job analysis in educational institutions is a key element in human resource management that can increase operational efficiency and effectiveness. Even though there are various obstacles in its implementation, implementing the right solution can help educational institutions to optimize this process, ensuring that each employee is placed according to their competencies and responsibilities.

## 4. CONCLUSION

Job analysis has a crucial role in human resource management in educational institutions, especially in recruitment, selection and performance evaluation. By conducting effective job analysis, educational institutions can identify HR needs, set clear performance standards, and reduce bias in employee assessments. This contributes to increased competitiveness, more targeted career planning, and employee development that is aligned with institutional needs.

The application of job analysis not only supports recruitment and selection, but also ensures that each employee understands their roles and responsibilities clearly. With

measurable standards, performance evaluations become more objective and provide useful feedback for employees to improve competence and productivity.

Although there are challenges in implementing job analysis, such as a lack of understanding and limited resources, training, improved coordination, and appropriate budget allocation can help optimize the process. Thus, job analysis functions as a solid basis for developing human resources in educational institutions, which in turn supports the achievement of institutional goals.

## 5. ACKNOWLEDGEMENT

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