JOB ANALYSIS WITH COMPARATION TABLE METHODE OF QUESTIONAIRE, INTERVIEW AND OBSERVATION

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Abstract- *The main theme of this study is the Human Resource Management and focus on doing the job analysis. The sub - focus of this study is in the job description of an employee in order to achieve the goals and vision of the company. The purpose of this study is to create jobs? according to the distribution of positions within the company and the vision of the PT. ECU. The author uses three approaches to obtain data needed like: using questionnaires, interviews, and observations. The data from job analysis then the author elaborate to create a job description and job specification. Implementation of this research will help employees to work more efficiently and assist in the recruitment of new employees in accordance with company requirements.*

Keyword: Human Resource Management, Job Analysis, Job Description, Job Specification

Introduction

Generally, a company need at some different functional to run their business. From that all functional, some of them is Human Resource Division. Human Resource Division is important because it related to all employees that work in the company from the top management until low management. Human resource skill development and provision of human resources professionals is to engage the employee that already exist in order to be loyal to the company. Human resource management consists of a wide range of roles and functions such as recruitment of prospective employees, organizing and selecting employees who have the competencies required by the company. In the relationship between the function and the role as well, human resource management can identify jobs and offices required the company to run its business in a good and professional. This function is usually called Job analysis. In conducting Job analysis, will then yield a job description and job specification.

Based on the results found in the field, PT. ECU is experiencing various problems, among others; alignment between the responsibilities of the job with no clear business processes, companies have their own job descriptions, but they are still simple job description and there is no mechanism to monitor its implementation, and of employees feel their work excessive current conditions. This study was conducted to develop and analyze the needs of each job position and make the appropriate job description for each position in the company. This study will focus on the analysis of the company's internal position. From this study, the authors will try to make the job description and suitable requirements to positions in the company.

Theoritical Study
Job Analysis

Durai (2010) explain Job analysis is a process of gathering relevant information about various aspects of a job and is concerned with the identification of tasks required to be performed as part of it and the process of breaking down a specific job into parts and scrutinizing each of them to gather

the necessary information. To do a job analysis you have to do a systematic and efficient examination of the tasks, duties, responsibilities and accountability of a job. **Pujangkoro (2004)** said Job analysis is an activity to record task from a job position, study and concluded some particulars or facts relating to each position in a systematic and orderly.

From some explanation above, it can be concluded that job analysis is a process of collecting and writing down data regarding rights and responsibilities as well as the duties, as well as to hire people with specific characteristics to be able to carry out the wide variety of jobs from the specific position in the profit organization or non-profit organization.

Function of Job Analysis
Job Analysis is used by companies to identify job description and job specification. The job description is made to define the specifications of the work that will be charged to the holder of the title "the right place". Job specification used to find the requirement of the person who will fill the position "the right person" to be placed according to the work that will be charged. Job Analysis produces information for writing job description—a list of the what the job entails—and job specification—what kind of people that hired for the job **(Dessler, 2012)**.

Later , Generaly, the supervisor or human resourcespecialist collects one or more of the following types of information via the job analysis:
*   *Work activities*. Contain some information about the position's work activities, such as accounting, selling, fixing, or installing. This list can also include how, why, and when the worker performs each activity.
*   *Human behaviors*. This is contain some information about habit of human like sensing, communicating, lifting weights or walking long distances.
*   *Machines, tools, equipment, and work aids*. This is contain some information regarding tools used, materials processed, knowledge applied (such as finance or law), and services rendered (such as counseling or repairing).
*   *Performance standards*. This is contain some information about the job's performance standards (in terms of quantity or quality levels for each job duty, for instance).
*   *Job context*. This is contain some information about such matters as physical working conditions, incentives, and for instance, the number of people with whom the employee would normally interact.
*   *Human requirements*. This is contain some information such as knowledge or skills that require such as education, training, and work experience and personal attributes such as aptitudes, physical characteristics, personality, interests.
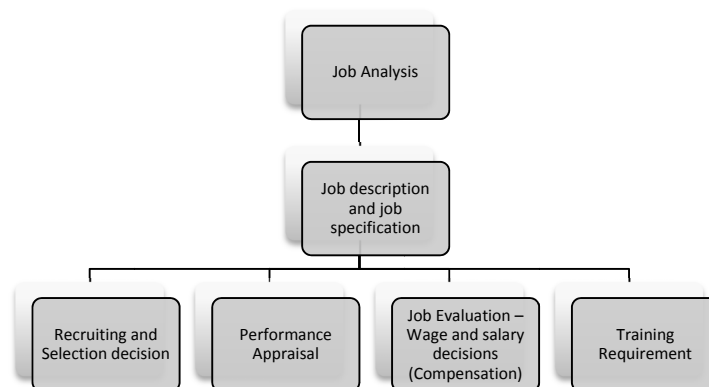

Figure 1 : Uses of Job Analysis Information (Adopted from Dessler, 2012)

From the figure above explain that the job analysis output could be made job description and job specification. Then, from the job description and job specification the manager can use it to do

employee recruiting and selection decision, employee performance reports, job evaluation and the magnitude of the salary or compensation, as well as related training that will be made to the employees.

Steps In Job Analysis
To do the job analysis is needed some steps. This is 6 steps to do the job analysis,
Step 1: Decide how you'll use the information: this step will determine the data you collect and how you collect them.
Step 2: Review relevant background information to strengthen the data you collect: such as organization charts, process charts, and job descriptions.
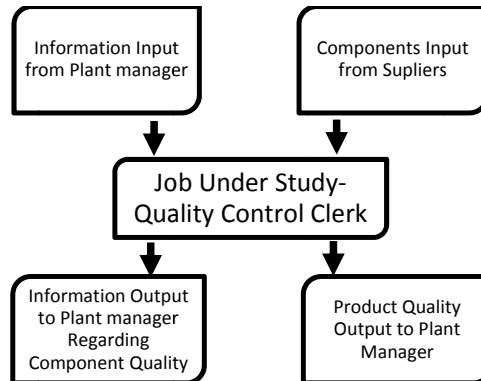
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┌──────────────────┐        ┌──────────────────┐
│ Information Input │        │ Components Input  │
│ from Plant manager│        │   from Supliers   │
└──────────────────┘        └──────────────────┘
           │                           │
           ▼                           ▼
      ┌─────────────────────────────────┐
      │      Job Under Study-            │
      │    Quality Control Clerk         │
      └─────────────────────────────────┘
           │                           │
           ▼                           ▼
┌──────────────────┐        ┌──────────────────┐
│ Information Output│        │  Product Quality  │
│  to Plant manager │        │  Output to Plant  │
│     Regarding     │        │     Manager       │
│ Component Quality │        │                   │
└──────────────────┘        └──────────────────┘
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Figure 2 : Example of Process Chart for Analyzing a Job's Workflow (Adopted from Dessler, 2012)

Step 3: Select representative positions: select sampleof the job position
Step 4: Actually analyze the job: do this step by collecting data on job activities, required employee behaviors, working conditions, & human traits and abilities needed to be perform the job.
Step 5: Verify the job analysis information: do with see the worker performing the job and with his or her immediate supervisor.
Step 6: Develop a job description for identify the duties of the job and develop a job specification to identify some requirement for the employee candidates.
(Dessler, 2012)

Writing Job Description
A written statement of what the employee actually does, how he or she does it, and what the working conditions of the job.

Dessler (2012) Sections of a typical job description,
1. **Job identification**: this contain about several types of information such as job position, ID number of job position, salary, etc.
2. **Job summary**: this section tell us about summary of the essence of the job, and include only its major functions or activities.
3. **Responsibilities and duties**: it define about the limits of the job holder's authority
4. **Standards of performance**: contain about standardization of company for the worker to achieve each the job description's main duties and responsibilities.
5. **Working conditions**: contain about the condition or environment around the location of employee work.
6. **Job specifications**: this contain about the requirements of the human to be hired in the each job position.

Writing Job Specification

The job specification made from the job descriptions to answer the question "what human traits and experience are required to do this job effectively?"

1. **Specifications for trained personnel**: relatively convenient because they are likely to focus on traits like quality of relevant training, and previous job performance.
2. **Specifications for untrained personnel**: more complex because they are more likely to specify qualities such as physical health, personality, interests, skill, or sensory skills that imply some potential for performing or being trained to perform on the job.
3. **Specifications Based on Judgment**: this is may come from educated guesses or judgments, or from competencies listed in Web-based job descriptions like those listed at O*Net online (http://onetonline.org).
4. **Specifications Based on Statistical Analysis**: more defensible, because this is using an analitical system by the way analyze the job and decide how to measure job performance from the job description.
5. **Steps in the Statistical Approach**: to determine statistically the relationship between some human trait, such as height, intelligence, or hand dexterity, and some indicator of job effectiveness.
   (Dessler, 2012)

Methods

In this study, author use some steps to bring out a good result and recommendation,

1. Problem identification and research objective	• To explain the problem identification and objectives of the study based on the background.
2. Theoritical study	• To explain the theories that related to job analysis
3. Data collection	• To collec all data needed to complete the analysis of this study.
4. Data processing and analysis	• To analyze and make a decission from the data has been collected.
5. Conclussion and recomendation	• To Show the results of the study which answers the objectives of the study, give some recommendation for the company and for the further study.

Figure 3 : Research Methodology Flow

Data Collection and Analysis

PT. ECU is a middle-class enterprise that engages in the distribution and assembly of the computer industry the only one in Indonesia and in collaboration with Advantech Inc. Taiwan. As a company, PT. ECU has a vision: "PT. ECU becomes a distributor of industrial and computer automation equipment that is reliable in Indonesia with the growth of the market share of the sales value growing & sustainable". The company is importing their products from Taiwan and distributed to the various companies that have booked in advance, as well as for the market itself. When there is an order from the customer company, PT. ECU directly coordinates with Advantech Inc. Taiwan to

send order products to Indonesia. PT. ECU then assembles their products in Indonesia or the distribution directly in accordance with the needs of consumers. PT. ECU also receives damage repair service on products that have been purchased by the customer.
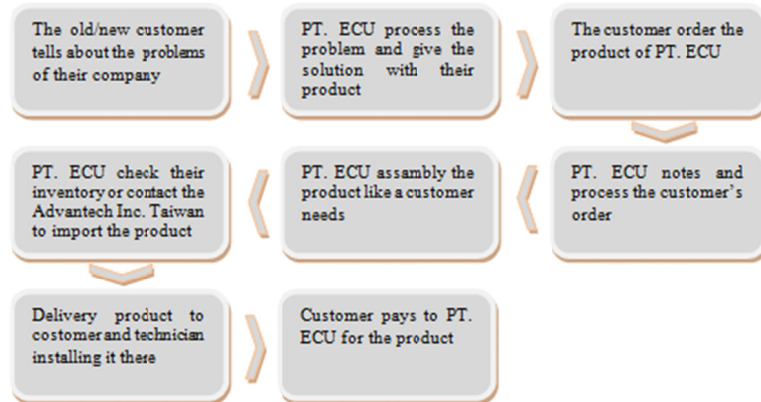

Figure 4 : PT. ECU Business Process

After data collection, the analysis is done by placing the data that has been taken by the three methods of data collection approaches in comparative tables. This table is made for ease in selecting slices of data and comparing the three methods of approach have been used. Furthermore, from the analysis of the results will be known and it was concluded that the job description has been updated.

Analysis of the Data Collection Methode

Three methods for collection the data; questionnaire, interview, and observation, has advantage and disadvantage. So, this study uses three main methods before to complete the data collection to take the best result. To see the effectiveness of the method, it can be analysis and compare as that;

Tabel 1 : Analysis Data Collection Methode

Methodes	Advantage	Disadvantage
Questionaire	• As the first data to know the duties and the informations about the job generally. • Easy and fast to do because it can be spreaded in same time.	• Not all employee understand about the question. • The data has been collected did not specific
Interview	• For the data collection, this methode can give the information a little detail than questionaire methode.	• The information has been gotten not more different with the questionaire methode.
Observation	• This method better explain what must be done to a position.	• This method has a longer time to do (1 weeks or more) because not all jobs/ tasks performed on the same day.

From the above analysis, it is known that the method of observation and interviews more explain about the job description of each position although for the observation should be done with a relatively long time. However, in data collection using interviews and observations, the author must understand the business processes and vision of the company.

Analysis of the Existing Job Description

PT. ECU has had a written job description and they have not a performance standards to be done by each employee and applying it. although they had a Job Description, a job description that is owned by PT. ECU is not a standard job description. The job description just has bullet points about what needs to be done by the holder of a certain position without any grouping of responsibilities, tasks, and working conditions. thus, the company is rather difficult to create a job specification.

Analysis to Improve in Job Description
This is the example of Supervisor Administrative analysis

Tabel 2 : Job Description of Supervisor Administrative

Job Description Aspect	ANALYSIS			RESULT
	Questionaire = Interview = Observation	Interview – Observation-Questionaire	Observation – Interview-Questionaire	JOB DESCRIPTION
Job Summary	• Responsible for all administrative activities.	• Supervises the staff of the administration and control of administrative activities.	• Makes bookkeeping, administration reports.	• Responsible for all administrative activities. • Supervises the staff of the Administration and control of administrative activities. • Makes bookkeeping, Administration reports.
Responsibility	• Manage the process of administration of the company. • Compile, oversee the use of funds, and evaluates budget. • Supervise the fulfillment of orders received. • Participate and perform oversight filing the document. • Work relationship : Inventory Division, Finance Division, Customer, HR Division	• Responsible for all operational activities of representative offices, security, labor, coordination with external parties. • Check the completeness of the contents of the MOP and give approval on a MOP made by the sales administration. • Create sales reports, accounting reports (cash and banks), as well as other reports related to the Administration and sales activity. • Provide supervision and socialization of taxation with the	• Do a control on the outflow in the goods, as well as giving approval on a form out of goods and delivery order/transfer form. • Participate to determine delivery time the goods in accordance with an agreed schedule. • Monitoring, recordkeeping and do authorize the expenditure of funds, accounting activities and withdrawals. • Doing coordination work, providing direction and evaluating performance of systems	• Set the administrative processes of the company. • Compile, oversee the use of funds, and evaluates the budget. • Supervise the fulfillment of orders received. • Participate and perform oversight filing the document. • Responsible for all operational activities of representative offices, security, labor, coordination with external parties. • Check the completeness of the contents of the MOP and give approval on a MOP made by the sales administration. • Create sales reports, accounting reports (cash and banks), as well as other reports related to the administration and sales activity. • Provide supervision and socialization of taxation with the customer, employee and taxation agencies. • Do a control on the outflow in the goods, as well as giving approval on a form out of goods and delivery order/transfer form. • Participate to determine delivery time the goods in accordance with an agreed schedule. • Monitoring, recordkeeping

Job Description Aspect	ANALYSIS			RESULT
	Questionaire = Interview = Observation	Interview – Observation- Questionaire	Observation – Interview- Questionaire	JOB DESCRIPTION
		customer, employee and taxation agencies.	and procedures that have been determined at regular intervals.	and do authorize the expenditure of funds, accounting activities and withdrawals. • Doing coordination work, providing direction and evaluating performance of systems and procedures that have been determined at regular intervals. • Work relationship : Inventory Division, Finance Division, Customer, HR Division
Working Condition	• Indoor	• comfort	• cool	• Indoor, comfort, cool

Analysis of the Existing Job Specification

PT. ECU does not yet have a written job specification. This causes the company's hard to get employees who actually have the competence to fill a void in the structure of the company. Companies find it difficult to recruit new employees with a reason many are not able to operating the products and assemble computer industry. Skills training for new employees has been carried out by the company's internal, but many do not survive long because only specific people that able to understand about industrial computer.

Improve of the Job Specification

Tabel 3 : Job Specification for Supervisor Administrative

Job Description Aspect	ANALYSIS			RESULT
	Questionaire = Interview = Observation	Interview – Observation- Questionaire	Observation – Interview- Questionaire	JOB SPECIFICATION
Formal Education	S1	Major in administration bisnis	-	S1, major in administration bisnis
Work Experience	1 years in the field of marketing. 4-5 years in the field of administration.	-	-	1 years in the field of marketing. 4-5 years in the field of administration.
Skills and Tools	Computer Printer Motor vehicles Stationery Book Administration	-	-	Computer Printer Motor vehicles Stationery Book Administration

Conclusions and Recommendation

Conclusion of The Study

After analyzing the job description and job specification at PT. ECU, the author can conclude there are twelve job positions that can be made as job analysis. Those jobs are, managing director, supervisor administrative, staff administrative, inventory, logistic, customer service, office boy, engineering support, admin in-house sells, sales rep, sales eA, application engineering eA.

Furthermore, the complete job description and job specification as result of the analyzed of the twelve job position can be seen at Appendix B. The difference can be seen in figure 5.1 as bellow

Figure 5 : Differences of Exsist Job Description with Recommendation Job Description

From the picture above we can conclude the absence of grouping sub-part of the job description of the job description that is owned by PT Citra Utama Eforel like; identity work, work summary, responsibilities and duties, performance standards, and working conditions. In addition to writing like a job specification; formal education, work experience, skills and tools have not been made. It happened because the company has not made the human resources division as an important part of the structure of the company or their employees do not understand about writing a job description.

Recommendation for PT. Eforel Citra Utama

Recommendations for a job description and job specification of PT. Eforel Citra Utama shown in Appendix B. PT. Eforel Citra Utama can use this job description as a recommendation to improve employee performance. Companies should also evaluate the performance of each position to achieve the standard of performance that has been made on the job description.
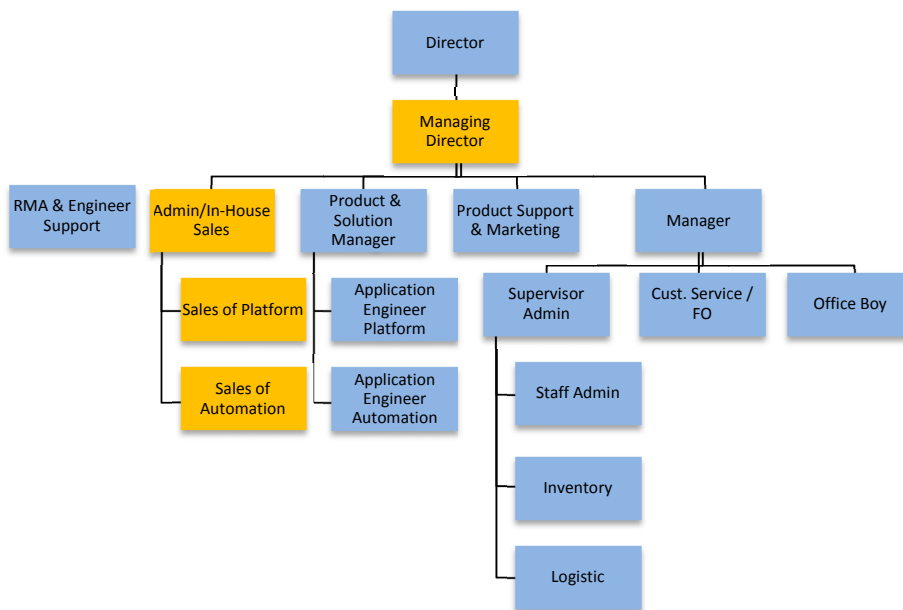

Figure 6 : Recommendation Organizational Structure

In addition, the other recommendations are to streamlining the organizational structure. The streamlines the organizational structure is done to avoid concerns about an employee who occupies two positions at different management levels.

Recommendation for Further Study
Since this study was conducted, the author uses the method of comparison to then perform the synthesis of data between the three methods of approach used. The method is a questionnaire, interview and observation. For further studies are expected to do the same thing and continue the study with attention to the condition of the company and the available budget for the salaries of employees in the company.

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