



Job Specification As A Moderating Variable On The Effect Of Job Description Variables On Employee Performance

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ABSTRACT

This research is quantitative research with an explanatory approach, namely research that uses a number of previous studies that the researcher mentioned above and of course is related to the main object in this research, namely Job Description, Job Specification and Employee Performance as the main reference. The data that researchers used in this research is primary data that researchers obtained directly from 500 Indomaret employees throughout Indonesia using the method of distributing data through an online questionnaire instrument. The questionnaire that the researcher distributed contained 5 items stating strongly agree, agree, normal/average, disagree, and strongly disagree from 18 question items which the researcher would validate first. The data mentioned by the researcher above was analyzed using the smart PLS 4.0 analysis tool.

INTRODUCTION

An overview of the work that should be done and the reasons for carrying out job analysis work in an organization that has written information about the job description that the company needs to carry out to achieve the company's goals (Nuraeni et al., 2017). Job descriptions are common across every company in the organization. With job descriptions, employees are given assistance to improve employee performance, because employees are guided by the most important tasks and functions in the workplace (Winda Meidina and Netty Laura, 2022).

A job description is a description of a job as just a chaotic and disorganized group of people who cannot achieve the organization's desired goals (Supriyanto, 2019). The work used to write job descriptions is a format in reality, depending on management options and job descriptions. Job descriptions are expected to be paid attention to by any organization, both

private institutions so we see unorganized work, workers regularly ignored, employees are less responsible for their work because they do not understand the main work activities that must be carried out and are responsible for what they do (Binton, 2021).

Some analyzes that lead to Job Descriptions according to (Marwansyah, 2022) are: 1. Job analysis is knowledge that takes into account workers or the process of determining the results that must be completed, including systematic assessment or recruitment control. 2. Job analysis is systematic which collects information and analyzes information about the job, as well as the conditions in which the job is carried out. 3. Job analysis is an activity that aims to find out about work related to the work carried out in a particular position.

Researchers believe and hypothesize that the presence of a Job Description can make all company targets easy to achieve and can directly improve employee performance. Employee performance is a level indicating the extent to which the actual implementation of tasks can be carried out and the organizational mission is achieved in employee performance in a particular organization (Huda and Farhan, 2019). Performance is an employee's work that provides the quality and quantity of work performed. But everyone has a tendency to face the unexpected, and on the way to meeting their needs through their experiences, they will make progress in their lives (Karina, 2019).

Employees are people who work for an employer based on a written or unwritten employment contract, whether as a permanent employee or not, to carry out certain tasks determined by the employer (Karina, 2019). Employee performance is a result of the quality of work that employees have carried out in carrying out tasks with a sense of responsibility for the tasks being carried out. (Andre and Hermanto, 2021). Performance is the work performance of an employee, which can be measured in terms of work quality based on work standards determined by the company. Good performance is maximum performance (Yuniartika, 2022). Where it can be seen that good employee performance in work discipline can create a quality of work, as well as employee consistency in carrying out the responsibilities that have been given by their superiors.

There are several previous studies that support the researcher's hypothesis, namely (Binton, 2021); (Romi, 2019) & (Chandra, 2023) which shows the results if the Job Description variable has a positive relationship and has a significant influence on employee performance. On the contrary, research results (Febio Miranda Dewa, 2020) & (Fitriani, 2018) show the opposite results. Based on the two varied results above, this research aims to prove that the most valid result between the two is the one with broader and more comprehensive data. In contrast to the research above, this research not only examines the influence of the Job Description variable on employee performance, but also adds the Job Specification variable as a moderating variable which is believed to strengthen the influence of the independent variable on the dependent variable. This research was conducted on 500 Indomaret employees spread throughout Indonesia.

LITERATURE REVIEW

Employee Performance

Performance according to (Kotler, 2008) Performance comes from the definition of performance. There are also those who define performance as the result of work or work achievement. Performance has a broader meaning, not only stating the results of work, but also how the work process takes place. Performance is about doing work and the results achieved from that work. Performance is about what is done and how to do it. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and provides economic contributions. The concept of performance can basically be seen from two aspects, namely employee performance (individual) and organizational performance.

Employee performance is the result of the work of each individual in an organization. Meanwhile, organizational performance is the overall work results achieved by an organization.

Employee performance is a level indicating the extent to which the actual implementation of tasks can be carried out and the organizational mission is achieved in employee performance in a particular organization (Waskito and Putri, 2022). Performance is an employee's work that provides the quality and quantity of work performed. But everyone has a tendency to face the unexpected, and on the way to meeting their needs through their experiences, they will make progress in their lives (Tony Sudirgo, 2020). Employees are people who work for an employer based on a written or unwritten employment contract, whether as a permanent employee or not, to carry out certain tasks determined by the employer (Agustin, 2019:4). Employee performance is a result of the quality of work that employees have carried out in carrying out tasks with a sense of responsibility for the tasks being carried out (Eka Yulia Pratiwi, 2021). Performance is the work performance of an employee, which can be measured in terms of work quality based on work standards determined by the company. Good performance is maximum performance (Sari, Mintarti and Pattisahusiwa, 2018).

The concept of performance can basically be seen from two aspects, namely employee performance (individual) and organizational performance. Employee performance is the result of the work of each individual in an organization. Meanwhile, organizational performance is the overall work results achieved by an organization. What is meant by performance in this research is the performance of 500 Indomaret employees spread throughout Indonesia. There are many previous studies related to employee performance, namely (Saputra, Rahayu and Choiriyah, 2023); (Chandra, 2023); (Munthe and Tiorida, 2017); (Khaerana, 2022) & (Nur Septi Aqmarina, Hamidah Nayati Utami, 2016), but there has been no similar research relating to the influence of Job Descriptions on Employee Performance and moderated by the Job Specification variable.

Job Description

An overview of the work that should be done and the reasons for carrying out job analysis work in an organization that has written information about the job description that the company needs to carry out to achieve the company's goals. Job descriptions are common across every company in the organization. With job descriptions, employees are given assistance to improve employee performance, because employees are guided by the most important tasks and functions in the workplace (Chandra, 2023).

A job description is a description of a job as just a chaotic and disorganized group of people who cannot achieve the organization's desired goals. The job used to write a job description is the actual format, depending on management options and the job description. Job descriptions are expected to be paid attention to by any organization, whether private institutions, so we see unorganized work, workers are regularly ignored, employees lack responsibility for their work because they do not understand the main work activities that must be carried out and are responsible for what they do (Munthe and Tiorida, 2017) .

In relation to employee performance, job descriptions can make work that was initially messy and unorganized easier and more manageable and ultimately can affect employee performance. In previous studies (Saputra, Rahayu and Choiriyah, 2023); (Chandra, 2023); (Munthe and Tiorida, 2017); (Khaerana, 2022) & (Nur Septi Aqmarina, Hamidah Nayati Utami, 2016) show similar results for almost similar reasons. Different from the five studies above, this study adds the Job Specification variable as a moderating variable.

Job Spesification

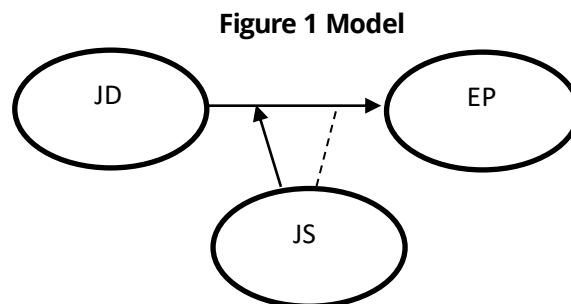
According to (Mondy, R., 2008) "Job Specification is a document that contains the minimum qualifications that a person must have to be able to carry out a certain job." What this means is expertise and skills in accordance with the company's minimum requirements to undertake work in each field. According to (Sofyandi, 2008)" "Job specification is a statement regarding the

minimum qualities of an employee to occupy a certain position." These requirements include: 1. General requirements consisting of: level of education, work experience, work skills, work knowledge 2. Special requirements consisting of: physical condition, gender, talents, interests, emotions, etc.

What this means is that in order to occupy a position you must match a person's minimum qualities based on the requirements that must be met. According to Dessler Job Specification defines that Job Specification is a list of the human demands of a position, namely education, skills, personality, etc. that are appropriate to the product of job analysis. What this means is the job specifications that should be carried out or implemented, such as looking at position, education, skills, personality, or others and adapting to the needs of the company (Tanumihardjo, 2013).

Previous research, namely (Mondy, R., 2008) ; (Sofyandi, 2008) & (Faisal, 2018) examine objects that are almost similar, namely closely related to Job Description and Job Specification. However, there is no research that exactly links it to Financial Performance, placing Job Specification as an Independent variable, and the Job Description variable as a moderating variable.

METHODS



Noted:

JD: Job Description

EP: Employee Performance

JS: Job Spesification

The mIn contrast to a number of previous studies (Binton, 2021); (Romi, 2019) ; (Chandra, 2023) ; (Febio Miranda Dewa, 2020) & (Fitriani, 2018) this research integrates the Job Description variable as an Independent variable, Job Specification as a Moderating variable, and Employee Performance as a dependent variable which researchers believe the dependent variable can influence the independent variable and moderating variable can strengthen the relationship between these variables (Sugiyono, 2019). This research is quantitative research with an explanatory approach, namely research that uses a number of previous studies that the researcher mentioned above and of course is related to the main object in this research, namely Job Description, Job Specification and Employee Performance as the main reference (Jonathan Sarwono, 2016). The data that researchers used in this research is primary data that researchers obtained directly from 500 Indomaret employees throughout Indonesia using the method of distributing data through an online questionnaire instrument (Lina, 2020). The questionnaire that the researcher distributed contained 5 items stating strongly agree, agree, normal/average, disagree, and strongly disagree from 18 question items which the researcher would validate first (Aridansyah, 2019). The data mentioned by the researcher above was analyzed using the smart PLS 4.0 analysis tool with the hypothesis below.

Hypothesis

- H1: Job Description can affect employee performance
- H2: Job Specification can moderate the influence of Job Description on Employee Performance

RESULTS

Validity Test

In using the smart PLS 4.0 analysis tool, there are several stages first, namely the validity test stage, the reliability test stage, and the path coefficient stage. In line with the researcher's explanation in the research methodology section above, the data collected through distributing questionnaires online must be validate first. Following are the results of the validity test in this research:

Table 1 Validity Test

Variable	Question Item	Loading Factor
Job Description (X1)	Organized work can be easily completed	0.825
	Work carried out in accordance with the employee's skills has a greater percentage of success	0.833
	Work completed with team work usually produces better results than work done alone	0.829
	Job Description can affect employee performance	0.836
	Job Description can be influenced by Job Specifications	0.841
	Jon Description is one thing that must be implemented in a company	0.829
Employee Performance (Y)	Employee performance can be influenced by the Job Description	0.878
	Employee Performance Job Specification on Employee Performance	0.875
	Employee performance is the most important thing for a company to achieve	0.869
	Employee performance is the key to the success of a company	0.875
Job Spesification (Z)	Job Specifications can strengthen the influence of Job Descriptions on Employee Performance	0.899
	Job Specifications can affect employee performance	0.921
	Job Specification can influence the Job Description	0.907
	Job Specification is something that must be implemented by a company	0.915

Valid > 0.70

Source: Data Processed, 2024

Reliability Test

The results from the first table of the validity test in this study show that the 14 question items in the questionnaire that the researchers collected have been tested and found to be valid. The next stage is a reliability test to ensure the reliability or not of the variables used in this research. The following are the results of the reliability test in this research:

Table 2 Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Job Description	0.922	0.882	Reliable
Employee Performance	0.975	0.944	Reliable
Job Spesification	0.918	0.877	Reliable

Reliable > 0.70

DISCUSSION

Path Coefisien

After going through quite a long stage, namely the validity test and reliability test in this research, it is time to enter the final stage, namely the Path Coefficient. The Path Coefficient stage aims to prove the hypotheses that the researchers put forward in this research. The following are the results of hypothesis testing in this research:

Table 3 Path Coefisien

Direct Influence	Variable	P-Values	Noted
	JD->EP	0.012	Accepted
Indirect Influence	JS* JD->EP	0.000	Accepted

Significant Level < 0.05

H1: Job Description Can Affect Employee Performance

In line with the researcher's explanation above, the first objective of this research is to analyze the influence of the Job Description variable on the Employee Performance variable. The results from the third table of the Path Coefficient in the first row show that the variable shows that the Job Description variable has a positive relationship and has a significant influence on employee performance. This is because the P-Values value is positive and is below the significance level of 0.05, namely 0.012. This is because the more organized a job will be, the easier it will be for employees and ultimately can have an impact on employee performance. These results are in line with previous research, namely (Binton, 2021); (Romi, 2019) & (Chandra, 2023) and is not in line with research (Febio Miranda Dewa, 2020) & (Fitriani, 2018). Therefore, the first hypothesis in this study can be accepted.

H2: Job Specification Can Moderate The Influence Of Job Description On Employee Performance

In line with the results of the first hypothesis, the results of the third table in the second row of the Path Coefficient show similar results if the Job Specification variable can strengthen the influence of the Job Description variable on employee performance because the P-values are positive and are below the 0.05 significance level, namely 0.001. The reason for this is because specific work is done by an employee who really has expertise in his work, the results can be maximized and indirectly employee performance can also increase. What the researcher means is that the expertise of an Indomaret employee throughout Indonesia is related to employees in the fields of marketing, sales, information technology, and other things found in the employee

function section at Indomaret. Thus, the results of the second hypothesis in this research are different from the first hypothesis or can be accepted.

CONCLUSION

Based on the explanation above, it can be concluded that the Job Description variable has a positive relationship and has a significant influence on employee performance. This is because the P-Values value is positive and is below the significance level of 0.05, namely 0.012. This is because the more organized a job will be, the easier it will be for employees and ultimately can have an impact on employee performance. Apart from that, the second hypothesis shows similar results if the Job Specification variable can strengthen the influence of the Job Description variable on employee performance because the P-values are positive and are below the 0.05 significance level, namely 0.001. The reason for this is because specific work is done by an employee who really has expertise in his work, the results can be maximized and indirect employee performance can also increase. What the researcher means is that the expertise of an Indomaret employee throughout Indonesia is related to employees in the fields of marketing, sales, information technology, and other things found in the employee function section at Indomaret .

SUGGESTION

The researcher is fully aware that this article has a number of shortcomings which include limited data, research scope, and theoretical depth. The researcher's great hope is that readers who are interested in this article can develop a number of existing studies in terms of theory, data and research scope mentioned above.

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