

CHAPTER I INTRODUCTION

I.1 Background

PT XYZ is a distributor of welding consumables and welding machines. PT XYZ faces confusion among employees due to the lack of job descriptions and specifications in 5 out of its 12 divisions. This issue can be resolved by conducting a thorough job analysis, which will help define clear roles and responsibilities for each department. By gathering detailed information about the tasks and duties currently performed, the company can develop comprehensive job descriptions that include the purpose, responsibilities, required skills, and working conditions for each role. Additionally, creating job specifications that outline the necessary qualifications, education, experience, and skills will ensure that employees understand their roles better, leading to improved efficiency and clarity in carrying out their duties (Dessler, 2020).

According to Brannick (2007), a job description is very important, especially for people who might not know exactly how to do a particular job. Having a clear and specific job description helps employees understand their tasks better and do their jobs well. It provides the guidance and clarity they need to perform their duties effectively. So, a good job description isn't just a formal document, it's a key tool that helps employees succeed by clearly outlining what they need to do. Job design has a big impact on how employees feel about their jobs. According to Rao & Krishna (2002), it affects how employees see their roles, including their authority, decision-making freedom, and workload.

Moreover, job specifications are crucial in recruiting and hiring. They help attract suitable candidates by clearly outlining the qualifications and skills needed for a specific role. Detailed job descriptions align recruitment efforts with the position's requirements, leading to a more qualified and motivated workforce. Structured and transparent job descriptions contribute significantly to an organization's overall efficiency, effectiveness, and success. (Dessler, 2011) The objectives and benefits of job descriptions. They ensure workplace consistency, contributing to smooth business operations. The success of any organization depends on employees who are well-suited for their roles and perform their tasks effectively. Accurate job descriptions are essential for maintaining structured work processes and efficient time use. Job descriptions provide various benefits. They help supervisors and subordinates understand the purpose and main objectives of a position. They serve as a comprehensive management tool, integrating performance management, staffing, organization design, reward systems, and career development. They define individual roles and contribute to the strategic management of human resources.

According to Dessler (2011:120) the extensive impact of job descriptions across different company functions. Supervisors use them to optimize roles and responsibilities, fostering clarity and efficiency. Organizational leaders use them to align individual responsibilities with broader goals, motivating employees toward optimal performance. Job descriptions help employees understand their roles, fostering engagement and purpose. Recruiters use them to identify suitable candidates, and trainers tailor development programs to job requirements. Assessors use them for competency evaluations, and succession planners use them to ensure seamless leadership transitions. Organization development planners and job evaluators use them to develop strategic growth plans and ensure equity and efficiency.

In PT XYZ, the issues of employees working on tasks assigned to others, a shortage of workers, and the recruitment of workers who do not match the needed skills all highlight the crucial importance of having clear and accurate job descriptions. According to Clark (2013), when employees are assigned tasks outside their primary responsibilities, it often leads to difficulties in adaptation and skill mismatches, resulting in job delays and unsatisfactory work. Clear job descriptions ensure that each employee understands their role and responsibilities, preventing such mismatches. The lack of workers exacerbates the problem, causing workloads to increase and making it challenging to meet deadlines, which results in unfinished tasks or not meeting targets and necessitates overtime. Based on Armstrong & Taylor (2020) can conclude that detailed job descriptions can help identify gaps in the workforce and guide effective recruitment strategies. Additionally, recruiting employees who do not possess the required skills for their roles leads to poor job performance, delayed work, and subsequent customer complaints. Proper job descriptions help in hiring the right candidates who fit the job requirements, thus avoiding these issues. Overall, clear and precise job descriptions are essential for ensuring that employees are well-suited for their roles, thereby improving adaptation, performance, and overall productivity.

The following are examples of discrepancies that arise when employees work outside their assigned job descriptions at PT XYZ. These situations occur both due to individual initiative and organizational demands. When employees take on tasks beyond their defined roles, it often leads to complications such as complaints from other departments, work delays, and overall dissatisfaction with the quality of work. This reinforces the importance of having clear job descriptions, as outlined above, to prevent such role confusion and ensure smoother operations.

Table 1 Warehouse interview result

| INTERVIEW RESULT | |
|----------------------------------|--|
| Division: Warehouse | |
| Job Description At PT XYZ | Another Work Besides Job Description: |
| Warehouse organization | Helping load goods only takes approximately 10 minutes |
| Maintenance support | Manual ledger input data collection for service from technicians |
| Technician support | conduct training for new employees in the warehouse, maintenance and delivery departments |
| Tidy up display | Helping put things away |
| Delivery assistant | Mandatory overtime due to expedition delivery (because the truck just arrived at midnight) |
| Room cleaning | If there are other workers working overtime, the warehouse will also work overtime because they are the key holder |

Based on table 1 is proven of interviews were conducted to identify gaps that caused delays in task completion. These interviews involved the relevant positions and related divisions to gather evidence, with the results of the complaints provided in Appendix G.

Table 2 Work Delay and Complain

| Estimated Time For Work To Be Performed | The Results Of Work Being Delayed | Complain |
|---|--|---|
| As delivery assistant, collecting the document around 5 minutes | Collecting document can be 1 hour | Delivery complains because they want to achieve delivery target |

| Estimated Time For Work To Be Performed | The Results Of Work Being Delayed | Complain |
|--|---|---|
| Inputting product arrived around 3 minutes | Inputting product after the warehouse helps driver to checking and arrange the product around 7 hours | Purchasing complain due to stock on the system is different with the actual stock |
| Confirm to sales about product arrived around 1 minute after arrival | Sometimes warehouse didn't confirm due to helps checking and cleaning the product | Complain from customers and sales |
| Input rental product manually on book 5 minutes | Didn't input because overload of collecting document and others. Causes overtime | Marketing complains due to needs to report |
| Document archive 60 minutes | Warehouse helps a lot of product arrival so that archiving documents delay for 4 hours | Invoice and purchasing department |
| Cleaning area 30 minutes in the morning | Cleaning only 15 minutes in the evening because overwork | Complain from people |

The interview results of table 2 for the warehouse division at PT XYZ reveal that, in addition to their formal job descriptions, employees are handling several extra tasks. The primary job descriptions include warehouse organization, maintenance support, technician support, tidying up displays, delivery assistance, and room cleaning. However, employees also engage in additional duties such as helping to load goods (which takes about 10 minutes), manually inputting data into ledgers from technicians' reports, conducting training for new employees across various departments, assisting in putting things away, and working mandatory overtime due to late deliveries. Additionally, warehouse workers often work overtime if other workers are doing so because they hold the keys to the warehouse. Not only warehouse division only, but many division that to the same mistakes such as doing some other job because the other division needs help, but the still don't understand their responsibilities and priorities by doing other job will effect

their mandatory job. This highlights the need for clearer job roles and specifications to manage workload and expectations effectively.

Table 3 Educational Background Employee of PT XYZ

| THE EDUCATIONAL BACKGROUNDS OF THE EMPLOYEES AT PT XYZ | | | |
|---|---------------|--------------------|-----------------------|
| Name | Position | Degree | Experience |
| B | Sales Manager | Senior High School | Warehouse, Technician |
| C | Warehouse | Junior High School | Warehouse Driver |
| D | Technician | Technical School | Automotive Technician |

One key reason for employee confusion over unclear job descriptions is that they lack a clear understanding of their roles from the start. Table 3 is amplified by the fact that many employees have similar educational backgrounds and unfortunately the background isn't suitable with the position, as illustrated in Appendix A.

Table 4 comparison between educational background and job position competencies at PT XYZ

| COMPARISON BETWEEN EDUCATIONAL BACKGROUND COMPETENCIES CURRENT EMPLOYEE AND JOB POSITION COMPETENCIES NEEDS AT PT XYZ | | | |
|--|--|--|-------------|
| Job Position | Educational Background Competencies | Job Position Competencies | Note |
| Warehouse | <p>Junior high school:</p> <p>Simple level technical and specific knowledge regarding science, technology, arts and culture related to society and the surrounding natural environment, nation, state and regional areas.</p> | Expertise in inventory management to ensure accurate stock levels, organizational skills for efficient layout and storage, proficiency in using warehouse management | Suitable |
| Technician | <p>Technical school:</p> | Analyzing problems, running tests, and repairing equipment. | Suitable |

| COMPARATION BETWEEN EDUCATIONAL BACKGROUND COMPETENCIES CURRENT EMPLOYEE AND JOB POSITION COMPETENCIES NEEDS AT PT XYZ | | | |
|---|--|----------------------------------|-------------|
| Job Position | Educational Background Competencies | Job Position Competencies | Note |
| | Utilizing hands on learning, the machine tool technology program trains students in the use of manually operated machine tools | | |

Based on table 4 shows that the available positions require adequate backgrounds to fill these roles effectively. Having the appropriate qualifications is not only crucial to ensure that employees possess the necessary knowledge and skills but also to enhance overall team performance. With the right background, employees will be better equipped to adapt to the challenges faced in their roles, contribute to achieving organizational goals, and minimize the risk of errors that could negatively impact the company's operations.

The misalignment between human resource specifications and the background of the department for a given position stems from the absence of defined job specifications. This lack of clarity can lead to work delays as employees require additional time to adapt to their roles. Proper job specifications are essential for ensuring that employees possess the necessary qualifications and skills to perform their duties effectively, minimizing the adjustment period and improving overall efficiency.

The main problem identified in the fishbone (Ishikawa) diagram is that job delays at PT XYZ are primarily caused by issues related to employees (Man) and processes (Method). These issues include:

- Employee confusion about their roles and responsibilities.
- Employees performing tasks outside their assigned roles, causing delays in their own work.
- Incomplete job descriptions and the absence of clear job specifications.
- Incorrect recruitment due to unclear job requirements, leading to inefficiencies.

These problems create delays in work completion, trigger complaints from other departments, and ultimately reduce the company's overall effectiveness. The lack of clearly defined job roles leads to confusion, mismanagement of responsibilities, and poor communication, which disrupts productivity and coordination between departments.

By using a fishbone diagram, the research can gain a clearer view of the various causes that may be influencing the problem, making it easier to prioritize solutions. This diagram helps identify the true root causes, rather than just the symptoms, leading to more effective and accurate solutions.

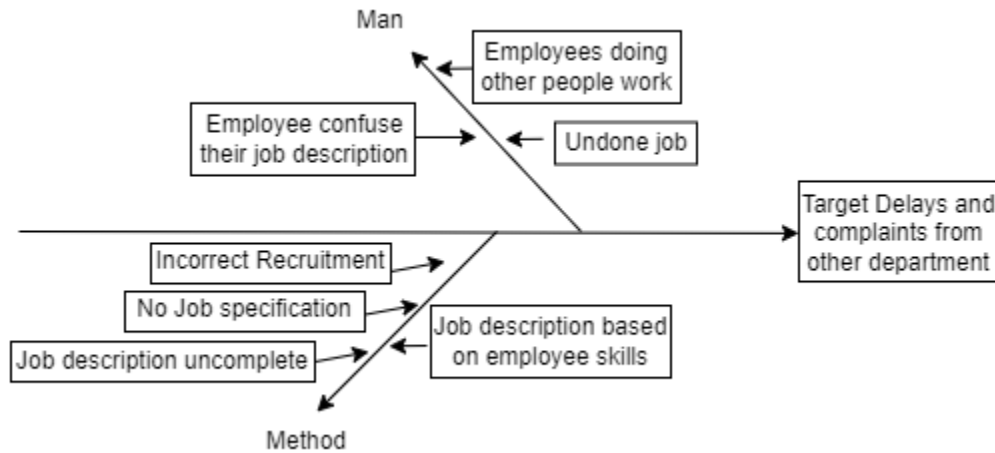


Figure 1 job delay fishbone

This diagram is a fishbone (Ishikawa) diagram that identifies potential causes of job delays in an organization. The diagram categorizes causes into several main categories: Man, Method, and Environment. Each category has sub-causes that contribute to the overall problem.

1. Man

- Employees doing other people's work: Employees are performing tasks outside of their assigned responsibilities, which can cause delays in their own work.
- Employees confuse their job description: Employees are unclear about their job roles and responsibilities, leading to inefficiencies and delays.
- Undone job: Tasks are not completed, possibly due to confusion or workload issues.

2. Method

- Incorrect Recruitment: The hiring process is flawed, leading to the recruitment of unsuitable candidates who may not perform well, causing delays.
- No Job Specification: There are no clear job specifications, making it difficult to hire the right person and for employees to know what is expected of them.
- Job description incomplete: The job descriptions provided are incomplete, causing confusion and inefficiency.

Effect

- Job Delays: The culmination of issues from the Man, Method, and Environment categories leads to job delays.
- Complaints from other departments: Issues and complaints from other departments can create additional tasks and disruptions, causing delays.

In conclusion, PT XYZ faces significant operational challenges due to unclear job descriptions and job specifications, resulting in confusion, role overlap, and inefficiencies across departments. Employees often perform tasks outside their designated responsibilities, leading to delays, incomplete work, and interdepartmental complaints. These issues highlight the impact of poorly defined roles on productivity, coordination, and overall business processes. Implementing a thorough job analysis is the key solution to these problems, as it will provide structured and clear job descriptions and specifications, eliminating role ambiguity and improving task execution, communication, and workflow within the organization.

I.2 Problem Identification

Which job descriptions and job specification are appropriate for PT XYZ?

I.3 Objective Of The Study

Design job descriptions and specification that suitable for PT XYZ.

I.4 Limitation Of The Study

The limitations of this final assignment are as follows:

1. The personal data used is employee data who worked in January-June 2024.
2. The previous job description data used are data from Januari-June 2024.

I.5 Benefit Of The Study

Benefits of this final assignment:

1. For Companies:
 - Achieving work targets and minimizing complaints from the department.
 - The company gets research results related to job description and job analysis that occurs in the company.
 - Companies have better job descriptions and carry out job specifications.

2. For Future Research:

- This final assignment is useful for practicing analysis regarding job description and job specification.
- Provide insight into the field of industrial work, especially in analysis job descriptions and job specification.

I.6 Writing Systematics

Chapter I: Introduction

This chapter provides an overview of the problem context, background, problem formulation, aims to solve the problem by creating an integrated system consisting of humans with material and/or equipment/machines and/or information and/or energy. It also includes the limitations of the final project, the benefits of the final project, and the writing systematics.

Chapter II: Literature Review

This chapter contains relevant literature related to the selected problem, including references to books, research, and other references that can be used to design and solve the problem. It should include at least one methodology/method/framework to minimize the gap between existing conditions and the target. The chapter concludes by explaining the analysis of the chosen methodology/method/framework for use in the final project.

Chapter III: Problem Solving Methodology

The methodology section explains the method/concept/framework chosen from the Literature Review chapter. It details the steps of the final project, including formulating the problem, developing hypotheses, creating models, identifying and operationalizing variables, composing questionnaires, designing data collection and processing, testing instruments, and designing data processing analysis for the integrated system design.

Chapter IV: Integrated System Design

This chapter encompasses all activities related to designing the integrated system to solve the problem. Activities may include data collection and processing, data testing, and solution design.

Chapter V: Results Analysis and Evaluation

This chapter presents the design results, findings, data analysis, and processing. It also discusses the validation or verification of the solution's results, ensuring whether it truly solves the problem or reduces the gap between existing conditions and the target. Sensitivity analysis may be applied to understand if the final project's results can be applied specifically or generally in similar contexts.

Chapter VI: Conclusion and Recommendations

In this chapter, the conclusion of the problem-solving process is explained, addressing the problem formulation outlined in the introduction. Recommendations for future projects are provided in this section. The flexibility of defining chapters is subject to the needs of the problem, and the writing structure is discussed with the advisor according to the chosen methodology.