The Effect of Job Analysis and Career Development Through Competency on Employee Performance

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Abstract: The objectives of this study are: 1) to describe job analysis (JA), career development, competencies, and employee performance; 2) to analyze the direct and indirect effects of job analysis (JA) and career development on competencies; 3) to assess the direct and indirect effects of job analysis (JA) and career development on employee performance; 4) to determine the effect of competencies on employee performance; and 5) to evaluate the effect of job analysis (JA) and career development on employee performance through competencies. The research method employed descriptive and verificative analysis with a path analysis approach. The sample consisted of 62 respondents, and data were collected through a census survey using a questionnaire. The findings of the study are as follows: 1) The variables of job analysis, career development, and competencies are in fairly good condition, while performance is categorized as moderate; 2) Job analysis (JA) and career development have direct and indirect effects on competencies; 3) Job analysis and career development have both direct and indirect effects on employee performance; 4) Competencies have an effect on employee performance; 5) Job analysis and career development through competencies impact employee performance.

Keyword: Job Analysis (JA), Career Development, Competencies, & Performance.

INTRODUCTION

Job analysis is a crucial strategic process that helps clarify employee tasks and responsibilities. It reveals that similar job titles may have different meanings and shows larger job categories indicating increased job duties. It is essential for companies to accurately define each existing function. This job analysis provides leaders and members with a clear understanding of job content. Setting boundaries is critical in promoting professionalism and advancing one's career (Donelly et al as cited in Wahid 2003).

Career involves more than just job changes; it also encompasses organizational advancement. While many workers actively pursue career development, some refuse positions that involve more responsibility to maintain a job they find enjoyable. Workers eagerly await job advancements, including promotions, as these offer better facilities, both

material and immaterial. Career development includes workplace training enhancements that cover managerial and technical skills.

Feldam, as cited in Herarti (2005), asserts that career encompasses more than just those with prestigious jobs or rapid career development. There has been a democratization of the career concept. Today, a career consists of a series of activities performed by an individual in carrying out professional responsibilities, regardless of the nature or structure of the organization. This implies that individuals may seek professional development opportunities within an organization if they believe they possess the skills and talents for more significant tasks. Conversely, some believe that advancement in their job requires longer working hours and more responsibilities.

Every organization is established to achieve specific objectives. It can be said that a leader has improved their subordinates' performance if these objectives are met. To achieve success, it is essential to provide a solid foundation that includes competencies among staff members, managers, and the organization as a whole. This underscores the importance of competencies in successfully achieving organizational goals.

Many employees still do not meet the required qualifications, leading to misalignment between their qualifications and their job placements. Consequently, it can be concluded that the Regional Secretariat Organization Bureau of Jambi Province is involved in this issue. The poor performance of employees may be related to factors such as competencies, career development, and job analysis.

METHOD

Data represent a quantitative value of a particular measure. According to Sudirman, Osrita, and Zahari (2020), accurate, relevant, and current data must adhere to certain standards. then the sample was employees at the Jambi Provincial Secretariat Organization Bureau with 62 respondents. Data collection was carried out through questionnaires, and the processing was done using a path analysis approach.

The Regional Secretariat Organization Bureau of Jambi Province is the site of this study. The main objective is to determine whether job analysis and career development mutually affect competencies and performance. In this study, employee performance (Z) at the Regional Secretariat Organization Bureau of Jambi Province is the dependent variable, while job analysis (X1) and career development (X2) are the independent variables. The intervening variable is competencies (Y).

The data for this study are qualitative and will be used to describe the research variables. The survey method was employed to collect data using a questionnaire directed at the respondents. The questionnaire consists of two main parts: the first part addresses general questions regarding respondent characteristics, such as gender, age, and others, while the second part contains questions about the core research issues.

To analyze and interpret the data and information in this study, and to address the first objective, a descriptive analysis approach was used with classification ranges for each variable. The variables in question are job analysis, career development, and competencies. For addressing objectives two through five, a path analysis coefficient approach was employed.

RESULTS AND DISCUSSION
Descriptive Characteristics of Respondents

The demographic description of the respondents is shown through the characteristics in the following table:

Table 1. Respondent Character

Profile	Description	Frequency	Percentage
Age	20 – 30 Years	5	8.06%
	31 – 40 Years	23	37.10%
	41 – 50 Years	26	41.94%
	51 – 58 Years	8	12.90%
Gender	Male	35	56.45%
	Female	27	43.55%
Education	High School (SLTA)	5	8.06%
	Bachelor's Degree (S1)	52	83.87%
	Master's Degree (S2)	5	8.06%

Source: Primary Data Processing, 2024

Description of Respondent Answers

Descriptive analysis of the research variables is intended to determine the extent of each indicator statement within the variables under study. The variables in question are job analysis, career development, competencies, and employee performance at the Regional Secretariat Organization Bureau of Jambi Province.

Table 2. Description on research variable

No	Variable	Mark	Scale Limits	Information
1	Job analysis (X_1)	3.659	2.902 – 3.794	Preety Good
2	Career development (X_2)	2.069	1.612 – 2.107	Preety Good
3	Competence (Y)	1.422	1.128 – 1.474	Preety Good
4	Employee performance (Z)	2.862	2.256 – 2.949	Currently

Source: Primary Data Processing, 2024

Results of Validity Testing

To assess the validity, a significance test was conducted by comparing the calculated r value with the table r value for degrees of freedom (df) = n – 2, where n represents the sample size. In this case, df is calculated as 62 – 2, or df = 60, with an alpha level of 0.05 (α = 5%). The table r value is 0.250. The validity results for each variable are as follows:

Table 3. Validity Test Results

Item	Job analysis (X_1)	Career Development (X_2)	Competence (Y)	Performance (Z)
1	0,943	0,991	0,962	0,938
2	0,986	0,959	0,986	0,984
3	0,978	0,958	0,981	0,975
4	0,983	0,969	0,982	0,982
5	0,943	0,971	0,980	0,949
6	0,986	0,952	0,922	0,935
7	0,978	0,966	0,947	0,988
8	0,983	0,973		0,973
9	0,949	0,971		0,979
10	0,933	0,982		0,978
11	0,987			0,927
12	0,972			0,928
13	0,977			0,951
14	0,977			0,950
15	0,929			
16	0,928			
17	0,949			
18	0,946			

Source: Processed Data via SPSS version 22 Program

Validity Test Results

From the validity test results for each variable, it can be concluded that all items have calculated r values greater than the table r value. This means that each item is valid and does not require elimination. The highest calculated r value is found in item 1 of the career development variable (0.991 > 0.250), while the lowest calculated r value is in item 6 of the competency variable (0.922 > 0.250).

Reliability Test Results

The reliability of the research instruments will be tested using the Cronbach's Alpha technique. According to Sugiyono (2018:220), an instrument is considered reliable if the reliability coefficient is at least 0.6. If the Cronbach's Alpha value is < 0.6, the measurement tool is deemed unreliable. The following is the result of the reliability test for the research variables.

Table 4. Reliability Test Results

No	Variable	Number of Items	Cronbach's Alpha	Measurement Limits	Information
1	Job analysis (X1)	18	0,995	0,60	Reliable
2	Career development (X2)	10	0,993	0,60	Reliable
3	Competence (Y)	7	0,986	0,60	Reliable
4	Performance (Z)	14	0,993	0,60	Reliable

Source: Processed Data via SPSS version 22 Program.

Reliability Test Results

The statistical reliability results indicate that the Cronbach's Alpha values for the four research variables are greater than 0.60 (α > 0.60). This suggests that all variables X_1, X_2, Y, and Z are reliable. This means there is consistency in the respondents' answers to the questionnaire statements for the four variables in this study.
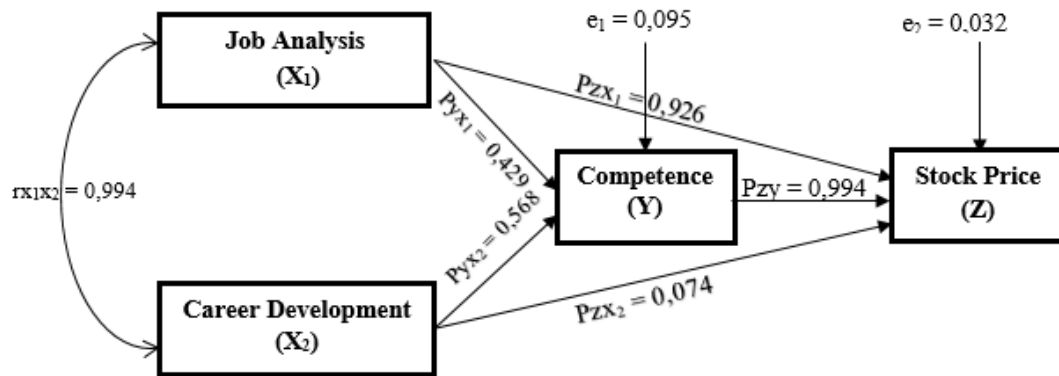
Path Analysis Results

Based on the correlation matrix results among the independent variables, a value of 0.994 was obtained, indicating a strong/high correlation between job analysis and career development variables. Furthermore, based on the correlation matrix calculations, the path coefficients can be computed for each sub-structure as follows:

Table 5. Path Coefficient Output for Each Sub-Structure

No	Model	Unstandardized Coefficients		Beta
		B	Std. Error	
1	$X_1 - Y$	0,167	0,042	0,429
2	$X_2 - Y$	0,376	0,072	0,568
3	$X_1 - Z$	0,723	0,024	0,926
4	$X_2 - Z$	0,098	0,040	0,074
5	$Y - Z$	1,994	0,029	0,994
rx1x2 = 0,994				

Source: From SPSS 22.0 Program

Based on the SPSS output summarized in Figure 5 above, the results of the research model are as follows:

Figure 1. Path Analysis Model Results

The simultaneous and partial impacts of the independent factors on the dependent factor will be determined by hypothesis testing, which will be carried out after the tests. For simultaneous testing, the F-test is employed, and the F-calculated value is 3.15 at a 5% significance level ($\alpha = 0.05$). The F-table value is 3.15. By comparing the t-calculated value with the t-table value of 2.000995, the t-test is employed for partial testing at a 5% significance level ($\alpha = 0.05$).

A positive and significant effect between variables is indicated if the calculated value meets the threshold, meaning the research hypothesis is accepted. Conversely, if the threshold is not met, the research hypothesis is not accepted. The following is a diagram of the hypothesis testing for this study:

Table 6. Summary of F and t Calculated Values

Hypothesis	F dan t Count	Sig.	Information
X_1 and $X_2 \rightarrow Y$	3349,229	0,000	Hypothesis Accepted
$X_1 \rightarrow Y$	3,938	0,000	Hypothesis Accepted
$X_2 \rightarrow Y$	5,217	0,000	Hypothesis Accepted
X_1 and $X_2 \rightarrow Z$	43318,155	0,000	Hypothesis Accepted
$X_1 \rightarrow Z$	30,456	0,000	Hypothesis Accepted
$X_2 \rightarrow Z$	2,434	0,018	Hypothesis Accepted
$Y \rightarrow Z$	69,380	0,000	Hypothesis Accepted

Source: From SPSS 22.0 Program

Discussion

From the hypothesis testing results shown in Figure 6, it can be concluded that all hypotheses are accepted, both simultaneously and partially. This indicates that the variables of competency and performance are positively and significantly influenced by job analysis and career development. Similarly, employee performance is also positively and significantly influenced by competency.

Description of Variables: Job Analysis, Career Development, Competency, and Performance

The descriptive analysis based on respondents' answers reveals the following:
1. Job Analysis**:** The average score for job analysis is 3.659, within a scale range of 2.902 to 3.794, categorized as "fairly good." This suggests that dimensions such as authority, employee responsibility, working conditions, work facilities, performance standards,

education and training, and competency affect job analysis at the Regional Secretariat Organization Bureau of Jambi Province.

2. Career Development: The average score for career development is 2.069, within a scale range of 1.612 to 2.107, also categorized as "fairly good." This indicates that dimensions such as career clarity, personal development, and performance improvement affect career development at the Regional Secretariat Organization Bureau of Jambi Province.

3. Competency: The average score for competency is 1.422, within a scale range of 1.128 to 1.474, categorized as "fairly good." This suggests that dimensions like knowledge, skills, and attitudes influence competency at the Regional Secretariat Organization Bureau of Jambi Province in daily organizational activities.

4. Employee Performance: The average score for employee performance is 2.862, within a scale range of 2.256 to 2.949, and categorized as "moderate." This means that dimensions such as work quality, punctuality, initiative, ability, and communication affect employee performance at the Regional Secretariat Organization Bureau of Jambi Province in their daily organizational activities.

The Effect of Job Analysis and Career Development on Competency

The research findings indicate that job analysis significantly affects competency. This supports the research by Danofianus et al (2019), which asserts that job analysis plays a crucial role in positioning individuals in specific roles and facilitates organizational processes, including performance appraisal, recruitment and selection, training and development, and employee training.

Furthermore, the results show that career development has a positive direct and indirect effect on competency. This can be explained by the fact that better career development within an organization leads to improved competency in performing job functions. The results support Wibowo's theory (2010), which describes competency as the ability to perform tasks based on skills and knowledge, supported by the work attitudes required by the job.

The research also reveals that both job analysis and career development together (simultaneously) impact competency at the Regional Secretariat Organization Bureau of Jambi Province. This finding aligns with Sari and Ningsih's research (2023), which states that job analysis and career development positively and significantly affect competency.

Thus, the impact of job analysis and career development on competency is 99.1%, while 0.9% is attributed to other variables. Consequently, better job analysis and career development within an organization lead to enhanced competency in job performance.

The Effect of Job Analysis and Career Development on Employee Performance

Both the direct and indirect effects of job analysis on performance have proven to be beneficial. According to Tanumihardjo et al. (2013) and Dessler (as referenced in Schuler & Jackson), job analysis is essential and the foundation of human resource operations. Employee performance is anticipated to improve once job analysis is understood.

Additionally, career development has a positive direct and indirect effect on employee performance. This supports Priansa's research (2017), which finds that employees with high performance and productivity typically achieve career advancement more quickly and easily compared to those with lower performance and productivity.

The study also shows that career development and job analysis, when considered together, significantly impact employee performance. This means that improvements in performance are significantly influenced by career development and job analysis. This finding supports Wilson Bangun's theory (2012), which defines employee performance as the results achieved based on job requirements. The study is consistent with Ridwan et al (2018),

who found that career development significantly and positively affects employee performance.

Thus, the combined impact of job analysis and career development on employee performance is 99.92%, with 0.08% attributed to other variables. Therefore, improved job analysis and career development contribute to higher employee performance within an organization.

The Effect of Competency on Employee Performance

Employee performance is positively and significantly impacted by competency, according to the data. Competency has a favourable and substantial effect on employee performance. This study lends credence to Sriwidodo's (2010) contention that necessary competences have a significant impact on workers' efficiency and productivity on the job. Competency enables individuals to master and apply job tasks according to the established job description. This aligns with the research by Gunawan et al (2023), which states that performance is significantly and positively influenced by competency.

CONCLUSION
1. The variables of job analysis, career development, and competency are in fairly good condition, while performance is categorized as moderate.
2. Job analysis (JA) and career development directly and indirectly affect competency.
3. Job analysis and career development have both direct and indirect effects on employee performance.
4. Competency affects employee performance.
5. the performance of employees is affected by job analysis (JA) and career development via competence.

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