

CHAPTER I

INTRODUCTION

1.1. Background of The Study

Employee effectiveness is the beginning of organizational success because individual effectiveness will result in group level effectiveness, the effectiveness of this group is engaged in an organization that has a common goal or can be said to be the level of organizational effectiveness. The effectiveness of this organization is shown to achieve organizational goals in accordance with the time set. Effectiveness is the ability to choose the right destination or the right equipment for achieving the goals set. In other words, an effective manager can choose the work that must be done or the right method to achieve the goal. Completion of work on time in accordance with the time set, meaning whether the implementation of a task is considered good or not, and how much it costs for it.

Company needs an effective management system that will support the ongoing operation of the company and a container that is a communication tool between parts, namely the organizational structure in managing performance in a sustainable manner. In the organizational structure there is a line of relationships between leaders and employees who have a line of relations between tasks, authority, and responsibility. The organizational structure specifies the division of labor and shows various functions or activities that are connected to a certain extent, also shows the level of specialization of work activities. The organizational structure makes it easier for companies to identify the command line, so there is no overlapping of orders in the company. In addition, the organizational structure describes the position of each employee so as to clarify the position and field of work. The organizational structure contributes to work effectiveness because with the structure, everyone knows where they are responsible and to whom they must be responsible. The organizational structure also provides clarity of employees who are in

the position of leaders so that they can provide work guidelines and protect employees who are under them.

In realizing employees' performance, job analysis is also needed. Job Analysis is an activity of collecting data / information relating to a position to determine job descriptions and job requirements on certain job. Job analysis helps companies to determine the workload of each part both at the leadership level and at the staff level. Job analysis also provides an explanation of the work skills and abilities needed to fulfill the position.

Company that has made job analysis will find it easier to achieve work effectiveness because they already know what kind of employee is needed to occupy a particular job position so that employees whose placement is suitable will certainly provide better work results. In addition, there is a clear type of work that must be done by employees so that each employee can move on their own to complete the work. Every employee in the company has a relationship between one and the other, so that the clarity of the functions of each employee is very important. If there is no clarity, it is feared that each employee will wait for each other because their ignorance of certain jobs is their responsibility.

Priansa (2014, p.73) mentioned that, "*Analisis jabatan ini dilakukan untuk meningkatkan kinerja pegawai sehingga pegawai mampu mengemban tugas dengan lebih efektif, efisien, serta menghasilkan produktivitas yang tinggi.*"

The above paragraph can be explained as job analysis is carried out to improve employees' performance so that employees are able to carry out tasks more effectively, efficiently, and produce high productivity.

PT Charisma Rasa Sayang, Medan is a travel agent based in Medan. Phenomenon in the company is the decline of employees' performance. Some problems that showed the decline in employees' performance are there is an inaccurate delivery of information about the remaining tickets, packages and other services, causing an error in the planning of the purchase of tickets or packages. Employees start working

according to their respective methods and do not work in accordance with the operational standards set by the company, for example the company has to make memos for every booked ticket, but for reasons of saving time, employees refuse to make them so that when there is a problem, it is difficult to find responsible employees.

One of the problems that caused declined in employees' performance is there is no clear position analysis of each employees in the company. The company does not specify the criteria required by employees to occupy a certain position or field of work. The division of tasks or job descriptions of employees is not written in detail. As a result, the employees do not know exactly where to complete the task. For example, the debt officer who acts as part of printing the proof of payment to the vendor knows that his duty is to collect proof of the transaction and then process the payment to be given to his supervisor and get approval. Then the payment process will be carried out by the cashier. But in reality, when there is a request for a debt settlement, the person asked to answer the request is part of debt officer. The international ticketing staff for example, can also work on the task of the domestic ticketing section when needed, resulting in employees not concentrating and overlapping jobs.

At the company there is no clarity to where the part must be responsible, whether it is only limited to the payment process or also making a recapitulation of payments that have been made. Everyone's work should be detailed in the job description which is one of the things that is done in job analysis so that there is clarity about what tasks must be carried out. In addition, clarity of job analysis also makes it easy for fellow employees to ask when there is a problem, meaning that the employees know who they should ask for certain information. As a result of improper job analysis, employees become less effective at work. Employees do not know where the limits of their responsibilities are so that they do not focus on work and cause employees to not really master their work.

Based on description above, the writer want to conduct the research with title “**The Impact of Job Analysis on Employees’ Performance at PT Charisma Rasa Sayang, Medan**”.

1.2. Problem Limitation

The object of this research is all employees of PT Charisma Rasa Sayang, Medan. This research refers only to projects that started and finished within the span of 2018-2019 in order to overcome the time limitation. Furthermore, due to the limitation of time and resources, the scope of this research will focus solely on the variables within a few indicators and characteristics that the writer considers relevant.

The indicators variable job analysis are job description, tasks that must be done, requirements needed, and standard work achievement (Kasmir, p.2016:26). The indicators of variable employees’ performance are work result, knowledge on job, initiative, mental dexterity, attitude and discipline (Sutrisno, p.2015:152-153).

1.3. Problem Formulation

Based on the background study above, the writer can take problem identification as : Does the job analysis have impact on employees’ performance at PT Charisma Rasa Sayang, Medan?

1.4. Objective of The Research

The purposes in doing this research are as follows to know whether there is an impact of job analysis on employees’ performance at PT Charisma Rasa Sayang, Medan.

1.5. Benefit of The Research

The benefits from conducting this research are as follows:

1.5.1. Theoretical Benefit

The research can be used as input to study about job analysis and employees' performance, and to compare between theory and practice.

1.5.2. Practical Benefit

The research can be used as input for company to increase employees' performance through job analysis.

1.6. Systems of Writing

The systems of writing in this *skripsi* will be as follows :

Chapter I : Introduction

This chapter consists of the background of the study, problem limitation, problem formulation, objective of the research, benefit of research and systems of writing.

Chapter II : Literature Review and Hypothesis Development

This chapter consists of theoretical background, previous research, hypothesis development, research model and framework of thinking.

Chapter III : Research Methodology

This chapters presents research design, population and sample, data collection method, operational variable definition and variable measurement and data analysis method.

Chapter IV : Data Analysis and Discussion

This chapters shows general view of company data analysis and discussion.

Chapter V : Conclusion

This chapter presents the conclusion of this research, implication and the recommendation for the company.