THE EFFECT OF POSITION ANALYSIS ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (Case Study of Employees of the District Civil Service Agency Serdang Bedagai)

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Abstract
In this study, the population was the Serdang Bedagai District Civil Service Agency, namely 30 people. Because the target population is less than 100, the sampling technique used is the census method, where the entire population, totaling 30 people from the Serdang Bedagai Regency Regional Civil Service Agency, will be used as the research sample. the first hypothesis is accepted, meaning that the Job Analysis variable (X) has a positive and significant effect on Job Satisfaction (Y1). the second hypothesis is accepted, meaning that Job Analysis (X) has a significant effect on Employee Performance (Y2). the third hypothesis is accepted, meaning that Job Satisfaction (Y1) has a positive and significant effect on Employee Performance (Y2).

Keywords:*Employee Performance, Job Satisfaction Position Analysis*

INTRODUCTION

The role of HR Management itself is very influential on the performance of employees, because human resources are the most important resource and very decisive in the survival of a company/organization. Basically everyone has extraordinary potential and has not been fully utilized. In this affirmation, it is the manager's duty to utilize these resources in such a way for the benefit of achieving organizational goals, while still providing an appreciation and respect for the HR concerned.

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Rachmawati, 2009) in (Hidayah, 2016). One way to spur employee performance in an organization or company is to further improve employee performance optimally, such as providing compensation, holding job training for new employees, getting special attention for employees with achievements such as giving awards, and other forms of attention to all. employee.

According to Dessler (2014), job analysis is a procedure carried out to determine the tasks of a position, as well as the proper HR specifications to fill that position. Job analysis in human resource management has a very strategic role in the organizational development process. Job analysis will provide an overview to assist decision making regarding recruitment, selection, training, promotion, and compensation. In addition to providing benefits to the organization, job analysis also provides benefits to employees in an organization, with placement according to qualifications, employees have been given the opportunity to develop their abilities and potential as optimally as possible. The implementation of job analysis in private organizations is different from the

implementation in government organizations. In government organizations there is a legal umbrella that regulates the implementation of job analysis, namely Minister of Home Affairs Regulation No. 35 of 2012. However, in private organizations there is no legal umbrella that regulates it so that the technical implementation of job analysis is left to the management in charge of the task.

Job analysis whose output is job information that is useful for making recruitment, selection, compensation, promotion, and training policies. The ultimate goal to be achieved in job analysis is to create a qualified employee system by applying the principle of the right man in the right place. The current phenomenon shows that there are many discrepancies between positions and office holders. So that the performance of an organization is felt to be less than optimal.

According to Edy Sutrisno (2014: 73) job satisfaction is quite an interesting and important issue, because it has proven to have great benefits for the interests of individuals, industry and society. Job satisfaction is a function of motivation and ability. To complete a task or job a person should have a certain degree of willingness and level of ability. Job Satisfaction is still very low due to a mismatch between the workload and the skills of the employees, which means that the results of performance at the end of each period cannot be significantly maximized in the relevant departments.

LITERATURE REVIEWS

Job Analysis

Job analysis is the basis for most human resource management activities, because the information obtained from job analysis can be used for recruitment, selection, remuneration, employee training, and so on. In a strategic context, job analysis is needed to support the company in making changes to existing positions, either through creating new positions or reducing existing positions.

Job satisfaction

According to Edy Sutrisno (2014: 73) job satisfaction is quite an interesting and important issue, because it has proven to have great benefits for the interests of individuals, industry and society. For individuals, research on the causes and sources of job satisfaction allows for efforts to increase their happiness in life. For the industry, research on job satisfaction is carried out in an effort to increase production and influence costs through improving the attitudes and behavior of its employees.

Performance

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Rachmawati, 2009) in (Hidayah, 2016).

METHODS

In this study, the population was the Serdang Bedagai District Civil Service Agency, namely 30 people. Because the target population is less than 100, the sampling technique

used is the census method, where the entire population, totaling 30 people from the Serdang Bedagai Regency Regional Civil Service Agency, will be used as the research sample.

Data analysis is a desire to classify, make a sequence, manipulate and abbreviate data so that it is easy to read and understand. In other words, data analysis activities are raw data that has been collected needs to be categorized or divided into several categories or groups, abbreviated in such a way that the data can answer problems according to research objectives and can test hypotheses (Silaen and Widiyono, 2013).

RESULTS AND DISCUSSION

A. Multiple Linear Regression Testing

Multiple Linear Regression Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	3,662	2,360		1,552	.132		
	Analysis_Job_X	.947	.129	.921	7,329	.000	.650	1,538
	Satisfaction_Work_Y1	.185	.178	.131	2042	.307	.650	1,538

a. Dependent Variable: Performance_Employee_Y2

Based on these results, the multiple linear regression equation has the formulation: Y2 = a + b1X + + b3Y1 + ε , so that the equation is obtained:

Y2 = 3.662 + 0.947 X + -0.185 Y1 + ε

The description of the multiple linear regression equation above is as follows:

a. The constant value (a) of 3.662 indicates the magnitude of Employee Performance (Y2) if Job Analysis (X) and Job Satisfaction (Y1) are equal to zero.
b. The regression coefficient value of Job Analysis (X) (b1) is 0.947 indicating the large role of Job Analysis (X) on Employee Performance (Y2) assuming the variable Job Satisfaction (Y1) is constant. This means that if the Job Analysis factor (X) increases by 1 value unit, it is predicted that Employee Performance (Y2) will increase by 0.947 value units assuming Job Satisfaction (Y1) is constant.
c. The regression coefficient value of Job Satisfaction (Y1) (b3) is 0.185 indicating the large role of Job Satisfaction (Y1) on Employee Performance (Y2) assuming the Job Analysis variable (X) is constant. This means that if the Job Satisfaction factor (Y1) increases by 1 value unit, it is predicted that Employee Performance (Y2) will increase by 0.185 value units assuming a constant Job Analysis (X).

B. t test (Partial)

Partial Test (t) Equation 1

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	8,741	1885		4,637	.000		
	Analysis_Job_X	.430	.111	.591	3,881	001	1,000	1,000

a. Dependent Variable: Satisfaction_Work_Y1

Hypothesis test the effect of the Job Analysis variable (X) on the Job Satisfaction variable (Y1).

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If tcount < ttable or -tcount> - ttable or Sig. >0.05.
2. Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable or Sig. < 0.05.

From the table above, a tcount value of 3.881 is obtained. With α = 5%, ttable (5%; nk = 28) a ttable value of 1.701 is obtained. 0.00 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the Job Analysis variable (X) has a positive and significant effect on Job Satisfaction (Y1).

Partial Test (t) Equation 2

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	3,662	2,360		1,552	.132		
	Analysis_Job_X	.947	.129	.921	7,329	.000	.650	1,538
	Satisfaction_Work_Y1	.185	.178	.131	2042	.307	.650	1,538

a. Dependent Variable: Performance_Employee_Y2

Hypothesis Test of the effect of Job Analysis (X) on Employee Performance (Y2)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If tcount < ttable or -tcount> - ttable or Sig. >0.05
2. Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable or Sig. < 0.05

From the tableabove, a tcount value of 7.329 is obtained. With α = 5%, ttable (5%; nk = 28) a ttable value of 1.701 is obtained. From this description it can be seen that tcount (7.329) > ttable (1.701), and its significance value is 0.00 < 0.05, it can be concluded that

the second hypothesis is accepted, meaning that Job Analysis (X) has a positive and significant effect on Employee Performance (Y2).

Hypothesis Test of the effect of Job Satisfaction (Y1) on Employee Performance (Y2)

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

1. Accept H0 If tcount < ttable or -tcount> - ttable or Sig. >0.05
2. Reject H0 If tcount ≥ ttable or -tcount ≤ - ttable or Sig. < 0.05

From the table above, a tcount value of 2.042 is obtained with α = 5%, ttable (5%; nk = 28) obtained a ttable value of 1.701. From this description it can be seen that tcount (2.042) > ttable (1.701), and its significance value is 0. 00 < 0.05, it can be concluded that the third hypothesis is accepted, meaning that job satisfaction (Y1) has a positive and significant effect on employee performance (Y2).

Path Analysis

Direct and Indirect Relations

No	Variable	Direct	Indirects	Total	Criteria	Conclusion
1	Job Analysis (X)	0.921	0.591	-	Significant	As Independent Variable
2	Job Satisfaction (Y1)	0.131	-	0.774	Significant	As an Intervening Variable

CLOSING

Conclusion

Based on the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. The things proposed state that: From the table above, a tcount value of 3.881 is obtained with α = 5%, ttable (5%; nk = 28) obtained a ttable value of 1.701. From this description it can be seen that tcount (3.881) > ttable (1.701), Likewise with a significance value of 0.00 <0.05, it can be concluded that the first hypothesis is accepted, meaning that the Job Analysis variable (X) has a positive and significant effect on Job Satisfaction (Y1).
2. From the table above, a tcount value of 7.329 is obtained with α = 5%, ttable (5%; nk = 28) obtained a ttable value of 1.701. From this description it can be seen that tcount (7.329) > ttable (1.701), and its significance value is 0. 00 < 0.05, it can be concluded that the second hypothesis is accepted, meaning that Job Analysis (X) has a significant effect on Employee Performance (Y2).
3. From the table above, a tcount value of 2.042 is obtained with α = 5%, ttable (5%; nk = 28) obtained a ttable value of 1.701. From this description it can be seen that tcount (2.042) > ttable (1.701), and its significance value is 0. 00 < 0.05, it can be

concluded that the third hypothesis is accepted, meaning that job satisfaction (Y1) has a positive and significant effect on employee performance (Y2).

4. In the table above the path analysis shows the direct effect of variable X on variable Y2 of 0.921. While the indirect effect through the Y1 variable is 0.591 x 0.131 = 0.774, the results of the calculations show that the indirect effect through the Y1 variable is smaller than the direct effect on the Y2 variable.

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