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## The Effect of Job Description and Workload on Employee Performance

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### Abstract

This research aims to analyze the influence of job description and workload on employee performance in a pharmaceutical company in Cikarang. The study emphasizes the importance of human resources in an organization and how a workload that does not align with the job description can affect employee satisfaction and performance. Initial observations conducted in one of the pharmaceutical company's departments in Cikarang indicate that the workload does not match the job description, leading to dissatisfaction and suboptimal performance. Job description is described as a crucial factor in an organization to acquire quality and productive employees. An imbalanced workload can result in fatigue and various negative impacts on employees. Employee performance is interpreted as the qualitative and quantitative output achieved by an employee in line with their responsibilities. Employee performance is influenced by the job description and workload they receive. The research methodology employed is quantitative, utilizing a questionnaire for data collection. The analysis is conducted using Algorithm R Square and Bootstrapping Path Coefficients analysis in SmartPLS. The implications of the research include steps to enhance the quality of job descriptions and manage workloads, along with recommendations for workload equalization and continuous monitoring.

**Keyword:** Job Description, Workload, Employee Performance

### INTRODUCTION

A company has an element of human resources as employees who are an asset that has an important role, because human resources are very influential on the process, processing and results of the company's output in determining the survival of the company. In addition, employees also have an important role in creating the environment and corporate culture. Without the support of good, disciplined, and dynamic human resources, the survival of a company will not run well.

Based on preliminary observations, this research was conducted in one of the departments of a pharmaceutical company which found that the workload of each employee varies according to their field. So that each field has different problems and workloads. Employees at the company in doing their work are not in accordance with the job description in the employment contract agreement. So employees who are given a workload that is not in accordance with the job description and employees who have to do work that should be done by other departments feel dissatisfaction at work which in turn will give a passive nature in responding to the targets set by a company.

This often happens in the administrative field which should be done in completing work according to a predetermined time. This provides a workload that will cause work stress in employees who must complete tasks at a predetermined time (Nidyawati, 2022).

In addition, there are still some employees who are burdened with multiple tasks due to limited resources owned so that many employees still duplicate these positions and tasks. The number of tasks and responsibilities given to employees causes the results achieved to be less than optimal because employees only have a little time to complete many tasks.

According to Permendagri Number 12 of 2008, workload is the amount of work that must be carried by a position/organizational unit and is the product of work volume and time norms. Furthermore, based on Health Law Number 36 of 2009, workload is the amount of work that must be carried by a position/organizational unit and is the product of the amount of work and time. Every worker can work healthily without endangering himself or the community around him, for this reason it is necessary to make efforts to harmonize work capacity, workload and work environment, so as to obtain optimal productivity and performance results. Therefore, the distribution of workload that is appropriate and according to the ability of employees is very important to note because this can affect employee performance and also the achievement of the company (Utomo, 2019).

The following is employee data in one of the departments in a pharmaceutical company in Cikarang, which can be seen in the table below :

**Tabel 1. Employee Data at One of the Pharmaceutical Company Departments in Cikarang in 2023**

| No.          | Position        | total number of employees (people) |
|--------------|-----------------|------------------------------------|
| 1            | Manager         | 1                                  |
| 2            | Supervisor      | 3                                  |
| 3            | Leader          | 6                                  |
| 4            | Adminnistration | 12                                 |
| 5            | Operator        | 19                                 |
| <b>Total</b> |                 | <b>41</b>                          |

Source: Cikarang Pharmaceutical Company

Based on Table 1 above, it can be seen that the total number of employees of the department is 41 people, which has been determined based on the position and part of the work assigned to employees. As a consideration for the company to pay attention to their performance. Positions that have a lot of work variations are admin and operator. The company sets standard working hours of 8 hours a day in a week, starting at 08:00-16:00 WIB. Some admin and operator employees have a lot of work and there are even some employees who work to complete their tasks until 17:00 WIB. This causes a workload gap between admins and operators in the company.

### Job Description

Human resources are a very important factor in the organization. Whatever the form and purpose, organizations are created based on a vision and mission to achieve a goal. The importance of human resources in an organization requires every organization to get qualified and productive employees to run the organization. One way to overcome obstacles in terms of the need for quality human resources is to do a good job analysis by an organization.

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Job analysis is a systematic way that is able to identify and analyze what requirements are needed in a job and the personnel needed in a job so that the selected human resources are able to carry out the work properly. From the results of the job analysis, the organization will be able to determine what characteristics prospective employees must have before occupying a position, the output of which is in the form of job specifications and job descriptions. Where in the job description contains the duties, functions, authority & responsibilities of an employee. Meanwhile, the job specification contains who will do the job and what are the requirements needed, especially for the job (Tanumihardjo et al., 2013).

A job description defines what is required of a leader to carry out their activities, tasks or jobs. Performance is a person's achievement or accomplishment with respect to the tasks assigned to him or her" (Pitaloka et al., 2019). Work can be completed in accordance with the standards of the organization / company both in quality, quantity and timeliness of work, is largely determined by job descriptions that help in determining job objectives (Kurniawati & Hendratmoko, 2022). Job descriptions will provide assertiveness and task standards that must be achieved by each employee who has the job description.

Improving and applying job descriptions clearly turns out to be able to improve process performance, namely the description of authority, responsibility, working conditions, work facilities, standard work results, by applying the principles of responsiveness, responsibility, accountability, adaptability, survival, openness / transparency, and empathy in the organization. (Suryani et al., 2018).

Job descriptions are carefully crafted, describing the complete situation, no less and no more than what is actually done in the job. Job descriptions can provide several benefits including: 1) Job descriptions help avoid confusion and provide understanding in carrying out work; 2) Can avoid overlapping responsibilities in carrying out tasks; 3) Facilitate recruitment procedures, selection, training and various HR activities; 4) Assist employees in career planning, reduce discriminatory practices in promotions and transfers and facilitate job evaluation to ensure fairness in compensation; 5) Helpful in work safety programs, can indicate dangerous actions and make changes in implementation; 6) Job descriptions are important in planning organizational changes and reorganization according to the development of circumstances; 7) To provide guidance on the experience required to perform the job; 8) To improve job administration and control.

### **Workload**

Basically, workload is something that automatically exists and will be owned by individuals as holders of responsibility in a job. The burden received by each worker will differ from one another, which is influenced by the type of work and position held by the individual. Workload is a burden of physical, mental, social activities accepted by individuals that must be completed within a certain time, in accordance with the physical abilities and limitations of workers in accepting the burden. Workload as a concept arises due to limited capacity in processing information. When facing a task, individuals are expected to complete the task at a certain level (Mahawati et al., 2021).

Workload is a set or number of activities that must be completed by an organizational unit within a specified time. The number of tasks and responsibilities given to an employee causes the results achieved to be less than optimal because employees only have a little time to complete many tasks. If this happens often, it will have an impact on the performance of the employee himself (Vania Sally Nabila, 2022).

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Workload can be defined as the price or value of achieving an activity target then if this price is too high from the executor then the level of fatigue is also high. Heavy workload can affect employee performance because it can cause effects in the form of both physical and mental fatigue and emotional reactions which can include headaches, indigestion and irritability. Meanwhile, too little workload will cause boredom and monotony. One of the things that can be considered as a factor in improving employee performance is to set work standards in accordance with labor potential and with relevant working time.

Various kinds of demands and targets that are increasing and increasingly complex will cause fatigue both physically and psychologically in employees if the employee is unable to adjust between existing needs and their abilities (Jannah, 2021). Therefore, special attention to the development of employee performance is very important for the success of an organization in achieving its needs.

The workload given to employees must be balanced with the abilities and competencies of the employees themselves, if it is not balanced with their abilities, it will gradually cause a problem for these employees, one of which is the work stress experienced by employees when working (Rohman & Ichsan, 2021).

### **Employee Performance**

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by a person. The definition of performance is the quality and quantity of work achieved by an employee in carrying out his functions in accordance with the responsibilities given to him, Performance is about doing work and the results achieved from that work."(Riani & Putra, 2023).

Employee performance and workload are related to each other, because in an organization to give the right position to its employees can see the workload first. This is done so that employee performance can increase and be comfortable with the work he has and achieve effective and efficient company goals (Bisnis et al., 2018). Employees and workload both greatly affect the company. Companies must obey the regulations made by the Government and must comply with predetermined standards, but companies can also pay more attention to the condition of employees and their performance so that the company's goals that should be achieved can be easily implemented.

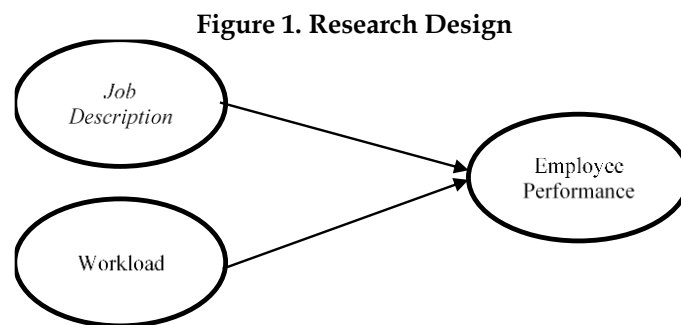
Performance is the result that a person achieves on the job in question in accordance with applicable measures (Umar et al., 2021)

Employee performance is a real action that is displayed as a result of the work that has been done by employees in accordance with their role in an organization or company (Rombe & Dongoran, 2021). Good employee performance will make the company experience an increase and get results in accordance with the wishes of the company so that the company becomes developed (Krisnawati & Bagia, 2021). Therefore, this study aims to fill this knowledge gap by exploring in depth the effect of Job Description and Workload on Employee Performance. By understanding the relationship between these factors, organizations can develop more effective strategies in human resource management, which will ultimately have a positive impact on achieving organizational goals. This research is expected to contribute significantly to our understanding of the factors that influence employee performance, as well as provide practical guidance for human resource management in maximizing the potential and contribution of each employee

## RESEARCH METHOD

The method used in conducting this research is quantitative. The research was conducted at a pharmaceutical company in Cikarang. The population in this study were employees who worked in the pharmaceutical company. The data collection technique used a questionnaire and a rating scale using a Likert scale modified into 3 assessment points, namely (1): Disagree; (2): Undecided / Neutral and (3): Agree. The total number of respondents involved was 37 people. The analysis method used is Algorithm R Square analysis and Bootstrapping Path Coefficient analysis on SmartPLS.

### Research Design



## RESULTS AND DISCUSSIONS

Respondents of this questionnaire consisted of female employees (72.97%) and male employees (27.03%). The results show that the dominant respondents in this study are female. Respondents were 36 employees (97.30%) aged 18-25 years and 1 employee (2.70%) aged 26-35 years. These results show that the dominant respondent is 18-25 years old. Respondents as many as 31 employees (83.80%) have a high school / vocational high school education, 1 employee (2.70%) has a Diploma (D3) education and 5 employees (13.50%) have a Bachelor's degree (S1). These results show that respondents are dominant with high school / vocational high school education. Respondents as many as 11 employees (29.70%) have a tenure of less than 1 year and 26 employees (70.30%) have a tenure of 1-5 years. These results are dominated by employees who have a working period of 1-5 years. Respondents as many as 19 employees (51.40%) work as operators, 12 employees (32.40%) work as admin and 6 employees (16.20%) work as staff/leaders. Then the acquisition is dominated by employees who work as operators then administration.

### Uji R-Square

**Tabel 1. R Square**

|    | R Square | R Square Adjusted |
|----|----------|-------------------|
| BK | 0,201    | 0,178             |
| KK | 0,603    | 0,579             |

Source : SmartPLS (2023)

Based on the results of processing from SmartPLS, the R-Square value obtained for the Employee Performance variable (KK) is 0.603 and R Square adjusted 0.579. With an R-Square



value of 60%, the combination of job description and workload is able to explain the majority of variation in employee performance.

The alignment of the adjusted R-Square with the R-Square reinforces the reliability of the model, suggesting the results are not just coincidental in the data sample. In conclusion, this study confirms the significant contribution of job description and workload in understanding and predicting employee performance outcomes in the pharmaceutical industry.

#### Uji Path Coefisients

**Tabel 2. Path Coefisients**

|          | Original<br>Sample (O) | Sample<br>Mean (M) | Standard<br>Deviation<br>(STDEV) | T Statistics<br>( O/STDEV <br>) | P Values     |
|----------|------------------------|--------------------|----------------------------------|---------------------------------|--------------|
| BK -> KK | -0,022                 | -0,006             | 0,130                            | 0,174                           | <b>0,862</b> |
| JD -> BK | 0,448                  | 0,480              | 0,183                            | 2,445                           | <b>0,015</b> |
| JD -> KK | 0,786                  | 0,786              | 0,112                            | 7,027                           | <b>0,000</b> |

Soruce : SmartPLS (2023)

The relationship between Workload (BK) and Employee Performance (KK) shows a T statistical value of 0.174 with P Values of 0.862. These results indicate that Workload (BK) has no significant effect on Employee Performance (KK).

The relationship between Job Description (JD) and Workload (BK) shows a T statistical value of 2.445 with P Values of 0.015. These results indicate that Job Description (JD) has a significant effect on Workload (BK).

The relationship between Job Description (JD) and Employee Performance (KK) shows a T statistical value of 7.027 with P Values of 0.000. These results indicate that Job Description (JD) has a significant effect on Employee Performance (KK).

#### Discussion

This research reveals the complex relationship between Job Description, Workload and Employee Performance in a Pharmaceutical company in Cikarang. The following findings are the focus of the discussion:

##### Effect of Job Description on Employee Performance

The results of the study support the first hypothesis, showing that Job Description plays an important role in employee performance. Positive perceptions of the company's image and employee performance results can increase loyalty in maximizing performance.

##### Workload on Employee Performance

Research findings with the second hypothesis confirm that workload negatively correlates with employee performance. This can strengthen the understanding related to the higher the workload experienced by an employee, the lower the level of performance. This negative correlation indicates that there is an inverse relationship between the two variables, namely when one variable increases, the other variable tends to decrease.

##### Research Implications and Recommendations

Research Implications Concrete steps to improve the quality and equity of Job Description, Workload and Employee Performance are: The results show that focusing on Job Description can be an effective strategy for managing an employee's burden The company needs to equalize the Job Description for each position in the department in order to stabilize

performance in the company which will have a good impact on employee performance in the company. In addition, management can clarify and detail the Job Description so that employees can easily understand the duties and responsibilities assigned. Although workload does not significantly affect employee performance, it is necessary to monitor excessive workload to prevent negative impacts that will arise in the future on employee welfare.

## CONSLUSION

Based on the results of data description and analysis, it can be concluded that Workload has no significant effect on Employee Performance, Job Description has a significant effect on Workload and Job Description has a significant effect on Employee Performance in pharmaceutical companies in Cikarang. Job Description has a stronger influence on workload and employee performance results, which means that job descriptions must be clear, fair and well-defined to increase employee workload. Job Description also has a positive and significant effect on employee performance to emphasize that it is important to understand tasks and responsibilities clearly and in detail to improve performance. Workload does not have a significant effect on employee performance. However, workload can affect employee welfare. However, in this study, there is no significant relationship to performance. Companies are advised to continue to pay attention and make improvements to the Job Description clearly, fairly and well defined for each position. Equalization of workload can also be done so that there is no significant gap between employees in a department. Even though it is not significant, the company must still monitor workload so that it does not have a negative impact on the welfare of employees in the company. These findings can be used as a guide for a pharmaceutical company to improve the effectiveness of human resource management, especially in terms of Job Description and Workload. The need to understand the relationship between Job Description, Workload and Employee Performance can help companies create a better work environment and employee welfare. This research contributes to the understanding of the relationship between these factors and provides recommendations that can be used to make improvements in the company.

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