

The Effect of Job Description Clarity and Work System Effectiveness on Employee Productivity

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Abstract

Increasing organizational demands for efficiency and service quality require PT. PLN (Persero) South Sulawesi Region to improve employee productivity through clearer job description management and more effective work systems. Unclear job descriptions and ineffective work systems may hinder employees from performing optimally because they can create role ambiguity, workflow inefficiency, and delays in task completion. This study aims to analyze the influence of job description clarity and work system effectiveness on employee productivity at PT. PLN (Persero) South Sulawesi Region. The study employed a quantitative approach with an explanatory research design. Questionnaires were administered to 80 respondents using a census technique. Data were analyzed through validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, and the coefficient of determination (R^2). The results show that job description clarity and work system effectiveness have a positive and significant effect on employee productivity. The regression equation obtained is $Y = 2.865 + 0.311X_1 + 0.518X_2$. The significance values of both variables were $0.000 < 0.05$, confirming their significant influence on employee productivity. Work system effectiveness showed a stronger contribution to employee productivity based on its higher regression coefficient compared to job description clarity. The model explains 76% of the variation in employee productivity, while the remaining 24% is influenced by other factors outside the model. These findings imply that organizations should strengthen job description clarity and improve work system effectiveness to enhance employee productivity and organizational performance. In conclusion, both job description clarity and work system effectiveness play significant roles in improving employee productivity, with work system effectiveness showing the stronger influence in the model.

Keywords: *Job Description, Work System, Work Productivity*

Introduction

Work productivity is one of the most important indicators of organizational success because it reflects the ability of employees to generate outputs effectively and efficiently in achieving organizational objectives (Pamungkas, 2024). In an increasingly competitive business environment, organizations are required to continuously improve productivity to maintain service quality, operational efficiency, and organizational sustainability (Sisianty & Tehedi, 2024). The achievement of organizational goals is highly dependent on the quality of human resources and the organizational mechanisms that support employee performance (Ama et al., 2024). Therefore, understanding the factors that influence employee productivity has become a critical issue in human resource management studies (Fatimah et al., 2024).

Productivity is not only related to the quantity of work produced but also encompasses the quality, timeliness, and efficiency of work outcomes within a certain period (Pamungkas, 2024). High productivity enables organizations to optimize resources, reduce operational costs, and improve competitiveness (Sisianty & Tehedi, 2024). Conversely, low productivity may lead to

inefficiencies, declining service quality, increased operational costs, and difficulties in achieving organizational targets (Tjasmana et al., 2024). For this reason, organizations need to identify and manage factors that can directly or indirectly influence employee productivity (Muchsam et al., 2024).

Human resources represent one of the most valuable assets of an organization because they are responsible for planning, implementing, and controlling organizational activities (Ama et al., 2024). Effective human resource management plays a crucial role in ensuring that employees perform their duties efficiently and contribute to organizational success (Sisianty & Tehedi, 2024). Human resource management focuses on managing workforce relationships and roles effectively and efficiently to achieve organizational objectives (Muchsam et al., 2024). This perspective highlights the importance of creating organizational conditions that enable employees to perform optimally through clear task allocation and supportive work systems (Nurhanani & Anwar, 2024).

One of the key factors influencing employee productivity is the clarity of job descriptions (Khasanah & Wardani, 2024). A job description provides a detailed explanation of duties, responsibilities, authority, reporting relationships, and working conditions associated with a specific position (Silalahi et al., 2023). Through a clear job description, employees can better understand their roles and responsibilities within the organization (Twinamasiko, 2025). Such clarity reduces uncertainty regarding work expectations and helps employees focus on achieving predetermined performance standards (Nurhanani & Anwar, 2024). Clear work roles and job characteristics also contribute to employee satisfaction and performance because employees are more able to understand the expectations, responsibilities, and standards attached to their work (Asamani et al., 2025).

The importance of job descriptions becomes increasingly evident in modern organizations characterized by complex organizational structures and interdependent work processes (Silalahi et al., 2023). Employees who clearly understand their duties are more likely to perform their tasks effectively and avoid duplication of work or role conflicts (Khasanah & Wardani, 2024). Conversely, unclear job descriptions may create confusion regarding responsibilities, resulting in overlapping tasks, ineffective communication, and reduced performance (Twinamasiko, 2025). Role ambiguity has been identified as a significant source of work stress, role conflict, and decreased motivation, all of which negatively affect employee productivity (Asamani et al., 2025). Clear organizational roles can also support employee motivation and work behavior, which in turn contributes to better employee performance (Nurhanani & Anwar, 2024). Therefore, organizations need to ensure that every position is supported by clear and comprehensive job descriptions to strengthen employee responsibility, role clarity, and work effectiveness (Khasanah & Wardani, 2024; Silalahi et al., 2023).

In addition to job descriptions, work systems also play a significant role in determining employee productivity (Muchsam et al., 2024). A work system refers to a set of procedures, methods, technologies, and regulations used to carry out organizational activities (Adawiyah et al., 2024). An effective work system facilitates coordination among employees, streamlines workflows, minimizes operational errors, and supports the achievement of organizational objectives (Sisianty & Tehedi, 2024). A well-designed work system creates alignment between human resources, technology, and organizational processes, enabling employees to perform their duties more efficiently (Muchsam et al., 2024).

The effectiveness of a work system is closely related to the organization's ability to utilize resources efficiently while achieving predetermined objectives (Tjasmana et al., 2024). Effective

systems support the completion of tasks within the required time frame and quality standards, whereas inefficient systems often lead to delays, resource wastage, communication problems, and operational inefficiencies (Adawiyah et al., 2024). A clear and well-structured work system can also strengthen employees' confidence in carrying out their duties because clear procedures reduce uncertainty and provide guidance for task completion (Asamani et al., 2025). Consequently, organizations that implement effective work systems are generally better positioned to achieve higher levels of employee productivity compared to organizations with poorly structured systems (Sisianty & Tehedi, 2024).

In practice, many organizations continue to face challenges related to unclear job descriptions and ineffective work systems (Silalahi et al., 2023; Muchsam et al., 2024). Employees may experience uncertainty regarding their responsibilities, encounter difficulties in coordinating with colleagues, or face inefficiencies caused by complicated work procedures (Twinamasiko, 2025). These conditions often result in delayed task completion, reduced work quality, and lower productivity levels (Pamungkas, 2024). Poorly structured work systems can also hinder organizational adaptability and responsiveness in dynamic business environments (Adawiyah et al., 2024). As a result, organizations need to continuously evaluate and improve both job descriptions and work systems to ensure optimal employee performance (Tjasmana et al., 2024).

The relationship between job descriptions and employee productivity has received considerable attention in previous studies (Khasanah & Wardani, 2024). Clear job descriptions have been shown to improve employee understanding of work responsibilities, reduce role ambiguity, and enhance performance outcomes (Silalahi et al., 2023). Employees who receive clear guidance regarding their duties tend to exhibit greater accountability and effectiveness in carrying out their work (Twinamasiko, 2025). These findings suggest that job descriptions serve not only as administrative documents but also as strategic tools for improving organizational performance (Khasanah & Wardani, 2024).

Similarly, previous studies have emphasized the importance of work systems in supporting organizational effectiveness and employee productivity (Muchsam et al., 2024). Effective work systems facilitate better coordination, improve service quality, and reduce operational inefficiencies (Adawiyah et al., 2024). Organizations with structured work systems are generally more capable of managing workflows, allocating resources efficiently, and maintaining consistent performance standards (Sisianty & Tehedi, 2024). The integration of work procedures, information systems, and managerial decision-making can also support organizational effectiveness by helping managers use information more efficiently in planning and controlling work activities (Muchsam et al., 2024). Consequently, work systems have been recognized as an important determinant of employee productivity across various organizational contexts (Tjasmana et al., 2024).

Although previous studies have provided valuable insights into the effects of job descriptions and work systems, several research gaps remain (Khasanah & Wardani, 2024; Muchsam et al., 2024). First, most studies have examined these variables separately rather than simultaneously within a single analytical framework (Silalahi et al., 2023; Adawiyah et al., 2024). Second, previous research has predominantly focused on employee performance, service quality, or job satisfaction, while employee productivity has received comparatively less attention as the primary outcome variable (Pamungkas, 2024; Asamani et al., 2025). Third, empirical studies investigating these relationships within public utility organizations, particularly in the electricity sector, remain limited (Nurhanani & Anwar, 2024; Tjasmana et al., 2024). Differences

in organizational characteristics and operational requirements suggest that findings from other sectors may not be directly applicable to electricity service organizations (Sisianty & Tehedi, 2024).

Another important issue concerns the relative influence of job descriptions and work systems on productivity (Khasanah & Wardani, 2024; Muchsam et al., 2024). While some studies emphasize the importance of role clarity in improving employee outcomes, others highlight the effectiveness of work systems as the primary driver of productivity improvements (Asamani et al., 2025; Adawiyah et al., 2024). Employee motivation has also been found to contribute to performance, indicating that organizational systems and individual work behavior should be considered together in explaining productivity outcomes (Nurhanani & Anwar, 2024). These differing findings indicate the need for further empirical investigation to identify which factor exerts a more dominant influence on employee productivity in a specific organizational context (Twinamasiko, 2025).

Based on these considerations, this study addresses the existing research gap by examining the simultaneous effects of job descriptions and work systems on employee productivity at PT. PLN (Persero) South Sulawesi Region. The novelty of this study lies in integrating both variables into a single analytical model and applying the analysis within the context of a public utility organization operating in the electricity sector. This approach provides a more comprehensive understanding of how organizational factors influence employee productivity and contributes to the limited body of research in this area.

The findings of this study are expected to contribute theoretically to the development of human resource management literature, particularly regarding the role of job descriptions and work systems in enhancing employee productivity. Practically, the results may provide useful insights for managers and policymakers in designing clearer job structures and more effective work systems to improve employee productivity and organizational performance. Therefore, this study aims to analyze the influence of job descriptions and work systems on employee productivity and to identify the dominant factor affecting employee productivity at PT. PLN (Persero) South Sulawesi Region.

Method

This study employed a quantitative approach with an explanatory research design to examine the causal relationships between the independent variables and the dependent variable. The explanatory approach was selected because the study aimed to analyze the influence of job description clarity and work system effectiveness on employee productivity. Quantitative research enables researchers to measure variables objectively and test hypotheses through statistical analysis. Through this approach, the relationships among variables can be identified systematically, empirically, and scientifically, thereby providing evidence-based conclusions regarding the factors influencing employee productivity.

The research was conducted at PT. PLN (Persero) South Sulawesi Region. The population consisted of all employees working within the organization, totaling 80 individuals. Considering that the population size was relatively small and manageable, this study employed a census or total sampling technique. In a census approach, all members of the population are included as respondents, allowing the findings to accurately represent the actual conditions of the organization without sampling bias. Therefore, the total number of respondents involved in this study was 80 employees. Data were collected using several complementary techniques to ensure data completeness and accuracy. The primary data collection method was a structured

questionnaire designed to measure the variables of job description clarity, work system effectiveness, and employee productivity.

The questionnaire items were developed based on relevant theoretical concepts and previous empirical studies. Responses were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). In addition to questionnaires, direct observations were conducted to obtain information regarding workplace conditions and the implementation of work systems within the organization. Interviews were also conducted with selected employees and organizational representatives to obtain supporting information and a deeper understanding of the phenomena under investigation. Furthermore, documentation techniques were utilized to collect organizational records, reports, and other relevant documents that could support the research findings.

Before the questionnaire was distributed to respondents, the research instrument underwent an expert validation process to ensure content validity and measurement appropriateness. Expert validation was conducted by consulting academics and practitioners with expertise in human resource management and organizational behavior. The experts evaluated each questionnaire item in terms of clarity, relevance, readability, and suitability with the operational definitions of the research variables. Feedback and recommendations provided by the experts were used to revise and refine the questionnaire items. This process ensured that the instrument adequately represented the constructs of job description clarity, work system effectiveness, and employee productivity, thereby enhancing the quality and credibility of the data collected.

Following expert validation, a pilot assessment of the instrument was conducted through validity and reliability testing. The validity test aimed to determine whether each questionnaire item accurately measured the intended construct. Item validity was assessed using the Pearson Product-Moment correlation technique by comparing the correlation coefficient of each item with the predetermined critical value. Questionnaire items with correlation coefficients exceeding the critical value were considered valid and suitable for further analysis. Reliability testing was subsequently performed to evaluate the consistency and stability of the instrument. Reliability was assessed using Cronbach's Alpha coefficient. A Cronbach's Alpha value greater than 0.70 indicated that the instrument possessed satisfactory internal consistency and reliability.

The variables investigated in this study consisted of two independent variables and one dependent variable. The independent variables were job description clarity (X_1) and work system effectiveness (X_2), while employee productivity served as the dependent variable (Y). Job description clarity referred to employees' understanding of their duties, responsibilities, authority, and work expectations. Work system effectiveness referred to the extent to which organizational procedures, methods, and work processes facilitated efficient and effective task completion. Employee productivity referred to employees' ability to produce quality work outputs efficiently and achieve organizational targets.

Data analysis was carried out in several stages using statistical techniques. Initially, descriptive statistical analysis was conducted to provide an overview of respondents' characteristics and perceptions regarding the research variables. Subsequently, instrument testing was performed through validity and reliability analyses to ensure data quality. After confirming that the research instrument met the required standards, multiple linear regression analysis was employed to examine the influence of the independent variables on employee productivity. The multiple regression model used in this study was formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where Y represents employee productivity, a represents the constant, b_1 and b_2 represent the regression coefficients, X_1 represents job description clarity, X_2 represents work system effectiveness, and e represents the error term.

To evaluate the partial effect of each independent variable on employee productivity, a t-test was performed using a significance level of 0.05. If the significance value was less than 0.05, the independent variable was considered to have a significant effect on the dependent variable. Furthermore, simultaneous effects were assessed through the regression model as a whole. The coefficient of determination (R^2) was also calculated to determine the proportion of variation in employee productivity explained by job description clarity and work system effectiveness. A higher R^2 value indicates a greater explanatory power of the model in predicting employee productivity.

Through the application of expert validation, comprehensive data collection procedures, and rigorous statistical analysis, this study was designed to produce findings that are valid, reliable, objective, and scientifically accountable. The methodological framework provides a strong basis for evaluating the influence of job description clarity and work system effectiveness on employee productivity at PT. PLN (Persero) South Sulawesi Region.

Results

Triangulation of Research Findings

Table 1 presents the triangulation of findings obtained from questionnaire analysis, field observations, and supporting interviews. The triangulation process was conducted to strengthen the validity of the findings and ensure consistency between quantitative results and empirical conditions in the organization.

Table 1. Triangulation of research findings

Research Finding	Statistical Evidence	Observation and Interview Results	Confirmation from Theory and Previous Research
Job description clarity positively and significantly affects employee productivity.	Regression coefficient = 0.311; t-value = 4.001; Sig. = 0.000 < 0.05	Employees generally understood their duties, responsibilities, and work targets. Several respondents stated that clear task allocation helped them complete work more efficiently and reduced work overlap.	Role clarity reduces role ambiguity and increases employee performance and productivity (Robbins, 2016). Clear job descriptions help improve employee performance and reduce role ambiguity (Diana, 2020)
Work system effectiveness positively and significantly affects employee productivity.	Regression coefficient = 0.518; t-value = 6.161; Sig. = 0.000 < 0.05	Employees reported that standardized procedures and clear workflows facilitated task completion, improved coordination, and reduced operational errors.	Effective work systems improve efficiency and productivity through structured workflows and better resource utilization (Purnomo, 2012). Effective work systems significantly improve organizational performance (Prakoso, 2020).
Work system effectiveness is the dominant factor affecting employee productivity.	Regression coefficient of work system (0.518) is greater than job description (0.311).	Respondents indicated that smooth work procedures, coordination mechanisms, and systematic workflows had a direct impact on work speed and quality.	Organizational productivity is strongly influenced by the effectiveness of operational systems that regulate work processes (Beni, 2016; Purnomo, 2012; Muchsam et al., 2024; Stachová et al., 2024).

Research Finding	Statistical Evidence	Observation and Interview Results	Confirmation from Theory and Previous Research
Job description and work system simultaneously explain employee productivity.	$R^2 = 0.760$ (76%).	Most respondents agreed that both clear job descriptions and effective work systems are necessary to support optimal performance.	Productivity is influenced by organizational and managerial factors that create clarity and efficiency in work execution (Sedarmayanti, 2017; Sutrisno, 2017).

The results of multiple linear regression analysis generated the following equation:

$$Y = 2.865 + 0.311X_1 + 0.518X_2$$

The equation indicates that both job description clarity (X_1) and work system effectiveness (X_2) positively influence employee productivity (Y). The constant value of 2.865 indicates that employee productivity remains at a positive level even when the independent variables are assumed to be constant.

The coefficient of determination (R^2) was 0.760, indicating that 76% of the variation in employee productivity can be explained by job description clarity and work system effectiveness. The remaining 24% may be influenced by other factors not included in this study, such as leadership, motivation, compensation, organizational culture, and work environment.

Discussion

The Effect of Job Description Clarity on Work Productivity

The results of the study indicate that the clarity of job descriptions has a positive and significant effect on employee work productivity (Diana, 2020; Silalahi et al., 2023). This suggests that the clearer the description of tasks, responsibilities, and authority given to employees, the higher the level of productivity produced (Khasanah & Wardani, 2024). The clarity of job descriptions provides a clear direction for work so that employees can understand what must be done, how to do it, and what targets must be achieved (Diana, 2020; Twinamasiko, 2025). Practically, clarity in job descriptions helps employees understand their duties comprehensively (Nurhanani & Anwar, 2024). This condition reduces the potential for work errors caused by unclear instructions or overlapping tasks (Alturki & Alqarni, 2025). In addition, with a clear division of tasks, employees can work more focused and structured so that working time can be utilized more effectively (Wisnu, 2024).

The clarity of job descriptions also plays a role in increasing employees' sense of responsibility toward the work they carry out (Diana, 2020; Asamani et al., 2025). When tasks and responsibilities have been clearly defined, employees tend to have a higher commitment to completing their work according to established standards (Ramli, 2024; Nurhanani & Anwar, 2024). This ultimately has an impact on improving both the quality and quantity of work results (Sisianty & Tehedi, 2024).

The findings indicate that job description clarity has a positive and significant effect on employee productivity (Diana, 2020; Khasanah & Wardani, 2024). Employees who clearly understand their duties, responsibilities, and authority tend to perform their tasks more effectively and efficiently (Silalahi et al., 2023). Clear job descriptions reduce uncertainty regarding work expectations and help employees focus on achieving organizational goals (Twinamasiko, 2025). Role clarity can improve individual performance by reducing role ambiguity and role conflict, thereby contributing to higher productivity levels (Nurhanani &

Anwar, 2024). Therefore, a clear job description is an important factor in improving employee productivity within an organization (Diana, 2020; Alturki & Alqarni, 2025).

These findings support role theory, which suggests that employees perform more effectively when organizational expectations are clearly communicated (Asamani et al., 2025). Role ambiguity often creates uncertainty, work stress, and role conflict, which can negatively affect performance and productivity (Alturki & Alqarni, 2025). Therefore, clear job descriptions function as an important mechanism for guiding employee behavior and improving work outcomes (Silalahi et al., 2023).

The Effect of Work System Effectiveness on Work Productivity

The results of the study also show that the effectiveness of the work system has a positive and significant effect on employee work productivity and even becomes the most dominant variable compared to job description (Prakoso, 2020; Muchsam et al., 2024). This indicates that the work system has a strategic role in determining employee success in completing their tasks (Adawiyah et al., 2024). An effective work system is able to establish a clear workflow, so that each work process can run systematically and in a structured manner (Sisianty & Tehedi, 2024). With a good workflow, employees can understand the stages of work that must be carried out, thereby minimizing confusion and increasing the speed of task completion (Prakoso, 2020; Tjasmana et al., 2024). In addition, a good work system also contributes to time efficiency, where work can be completed more quickly without reducing the quality of the results (Adawiyah et al., 2024). The effectiveness of the work system also plays a role in minimizing operational errors (Stachová et al., 2024). Clear and standardized work procedures will assist employees in carrying out tasks in accordance with applicable provisions (Prakoso, 2020). This not only reduces the risk of errors but also improves the consistency of the work results produced by employees (Sisianty & Tehedi, 2024).

Furthermore, a good work system is able to create high work discipline among employees (Tjasmana et al., 2024). With clear rules and procedures, employees are encouraged to work according to established standards (Adawiyah et al., 2024). In addition, an effective work system also improves coordination among employees as well as between departments, thereby creating good cooperation in achieving organizational goals (Muchsam et al., 2024).

From the output perspective, an effective work system contributes significantly to the achievement of optimal performance in both quality and quantity (Prakoso, 2020; Muchsam et al., 2024). A structured and ergonomic work system enables employees to perform their duties more efficiently, minimizes operational errors, and enhances overall productivity (Adawiyah et al., 2024). Furthermore, effective work systems support workflow integration and resource utilization, thereby improving organizational performance (Stachová et al., 2024). Consequently, organizations should continuously evaluate and refine their work systems to maintain alignment with evolving organizational demands and workplace developments (Sisianty & Tehedi, 2024).

Overall, the clarity of job descriptions and the effectiveness of the work system have been proven to have a positive and significant influence on employee work productivity (Diana, 2020; Prakoso, 2020; Tjasmana et al., 2024). However, the work system has a more dominant influence because it directly regulates work processes and workflows (Muchsam et al., 2024). Therefore, companies need to optimize both factors simultaneously to achieve maximum work productivity (Sisianty & Tehedi, 2024; Adawiyah et al., 2024).

Conclusion

This study aimed to analyze the influence of job description clarity and work system effectiveness on employee productivity at PT. PLN (Persero) South Sulawesi Region and to identify the dominant factor affecting productivity. The findings confirm that both variables have a positive and significant effect on employee productivity. The multiple linear regression analysis produced the equation $Y = 2.865 + 0.311X_1 + 0.518X_2$, indicating that improvements in both job description clarity and work system effectiveness contribute to higher productivity levels. The t-test results showed that job description clarity ($t = 4.001$; $p = 0.000$) and work system effectiveness ($t = 6.161$; $p = 0.000$) significantly influence employee productivity. Among the two independent variables, work system effectiveness emerged as the dominant factor influencing employee productivity, as indicated by its higher standardized beta coefficient compared to job description clarity. This shows that work system effectiveness has a stronger relative effect on employee productivity when both variables are measured on the same standardized scale.

Furthermore, the coefficient of determination ($R^2 = 0.760$) indicates that 76% of the variation in employee productivity can be explained by the two independent variables, while the remaining 24% is influenced by other factors not included in this study. These findings imply that organizations should prioritize the development of effective work systems while maintaining clear and updated job descriptions to enhance employee productivity and organizational performance.

This study is limited by its focus on a single organization and the inclusion of only two explanatory variables. Therefore, future research is recommended to involve broader organizational settings and incorporate additional variables such as leadership, work motivation, organizational culture, compensation, and work environment to provide a more comprehensive understanding of the determinants of employee productivity.

Acknowledgment

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