

Procurement Function Position Analysis

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Abstract- In a company/organization in large to get people who are competent in their respective fields submitted to the recruitment section of the civil service. In a small organization, every leader can do alone withdrawal of labor, selection and placement without the help of experts (personnel department). There are several important steps that must be performed prior to recruitment and selection process that determines the type of labor or employee qualities desired for each position, and details regarding the number of employees who will be entrusted with the job respectively. So the first step in the management of personnel is getting which the right people, both the quality and the quantity corresponding to expect an organization/company. The method commonly used to determine the type or quality of manpower required is called job analysis, while the methods commonly used to determine the amount or quantity of labor is called work-load analysis (analysis of workload and study time (study time)). Kepegawaian The management has extensive functions, so in this paper is only limited in the job analysis.

Index Terms— Workload Analysis, Time Study (study time) and Position Analysis

I. INTRODUCTION

Job analysis (job analysis) is necessary so that we can design an organization and establish job descriptions, job specifications and job evaluation. Analysis is to analyze and design office jobs what should be done, how to do it, and why it is carried out.

Position analysis will provide information on job descriptions, job specifications and job evaluation even we can also estimate the enrichment work, expansion work, and work simplification in the future. Position analysis can also be interpreted as written information on what works to be done in a company so that objectives can be achieved.

The benefits of this job analysis will also provide information about: work activities, work standards, work context, requirements personnel (personnel requirements), human behavior, and the tools used.

Understanding different positions with the motion analysis study (study of motion). When the job analysis seeks to analyze what work needs to be done in a company in order to achieve its goals, while the motion study to study the movements of the most efficient and effective way to do a job.

II. DEFINITIONS OF PROCUREMENT

Procurement (procurement) is a major operational functions of the Human Resources Management Sumbsr. Procurement of labor-power is an important issue, difficult, and complex due to get and put people who are competent, harmonious and effective is not as easy as buying and placing machines.

Labor-power is the company's main assets become active planners and perpetrators of every activity in the organization. They have thoughts, feelings, desires, status and educational

background, age, gender heterogeneous, brought into the organization of the company; not like a machine, money, and materials that are passive and can be fully controlled and regulated in order to support the achievement of company objectives.

Labor-power competent, capable, and skilled labor not guarantee good productivity when low morale and discipline. They can only be said to be useful and to support the realization of corporate objectives if they wish to create high achievement. And labor-power is less capable, incompetent, unskilled and will result in the job can not be completed on time.

The quality and quantity of the labor-power must also be tailored to the needs of the company for the purpose can be achieved effectively and efficiently. Manpower placement must also be appropriate to the abilities and skills they had. So the morale and kedisplinannya will be better and effectively to support the realization of the purpose of the organization/company.

Procurement of labor-power is to be based on what principle, then later followed by anyone. What do you mean we must first define its works are based on job description (job description). While the intention is what we are going to look for the right people to serve in these positions based on the specifications of the job (job specification).

Procurement of labor-power is based on who is later then followed with what is in place it will lead to mismanagement. Placement of labor-power far beyond his limits will result in morale and discipline levels are low. So we have to put a the employee in accordance with its capabilities and provide job well pleases.

Based on the description above, then we have to get an idea of how important the provision of labor-power. To be clear again, the below given some definition of labor-power procurement.

Procurement is the process of withdrawal, selection, placement, orientation, and induction to obtain labor-power which is able to effectively and efficiently support the achievement of corporate objectives. Procurement of labor-power is a major step in order to reflect a company's ultimate success in achieving its objectives. If the labor-power received competent, then the attempt to realize the goal is relatively easy. Conversely, if labor-power is obtained not meet the requirements, it will be very difficult for companies to achieve purpose.

Procurement of labor-power is to be given serious consideration and based on job analysis (job analysis), job description (job description), specification of work (job specification), the requirements of the job (job requirement) and evaluation of the work (job evaluation), even necessary also to consider the enrichment occupation

(job enrichment), the expansion of employment (job enlargement), and simplification of work (job simplification).

Recruitment of prospective labor-power should be done so that labor-power is received in accordance with the requirements of the job.

III. PROCUREMENT FUNCTION (PROCUREMENT)

Human resources is a major asset that organizations become active planners and perpetrators of any organizational activity. The quality and quantity of human resources within an organization should be tailored to the needs of the organization to be effective and efficient in supporting the achievement of objectives.

Procurement of labor is the first step and that reflects the success or failure of a company to achieve its objectives. Hasibuan (2007:27)¹ says that "Procurement is the process of withdrawal, selection, placement, orientation, and induction to obtain an effective and efficient employees help achieve corporate objectives". This is also consistent with the opinion Sedarmayanti (2009:9)² which states that "Procurement is the process of withdrawal, selection, placement, orientation, and induction for employees who fit the needs of the organization". Based on the opinion of both the labor supply is the process of withdrawal, selection, placement, orientation and induction for employees in accordance with the requirements in order to help achieve organizational goals.

IV. ANALYSIS POSITION (JOB ANALYSIS)

A leader in a company, should be able to put people in accordance with the ability, so that the terms "The right man on right place". for that a leader must be able to understand some of the things that has to do with the job analysis, so a leader in putting people wrong. Which becomes everyone's problems are not capable of doing the job analysis. by Hence on this journal will try to explain a few things related to job analysis, namely:

1. Understanding of job analysis
2. Uses of job analysis
3. Several things to note in the job analysis
4. Method of analysis positions in the process recruitment

Definition of Job Analysis

Definition of job analysis can be formulated as a determination by the review process and reports on the investigation and provision of information relating to the nature of the particular position. Position analysis also investigates the tasks, processes, responsibilities, working conditions and terms associated with the individual position. Usefulness Analyst Position The usefulness of the analysis of the following positions:

- 1) As a basis for evaluating positions
- 2) As a basis for determining the standard of work a person (employee)
- 3) As a basis for recruitment, selection and placement of new employees
- 4) To rnenrencanakan changes in system organization.

¹ ibit, Hasibuan, Human Resource Management (revised edition), Earth Literacy, 2007

² ibit, Sedarmayanti, Human Resources and Labor Productivity 2009

A few things to note in the job analysis In the analysis need several things to note in an organization/company include:

- 1) Determination and held research positions carefully.
- 2) The duties of the post should be clearly spelled out and complete.
- 3) Determination of the necessary job requirements.

Job analysis methods in the process requitment In general, the methods used in analyzing the post includes several methods as follows:

a. List-a list of questions about the positions (Job Questionnaire)

This method is used to describe the positions of administrative employees (tata-usaha/pegawai office) and implementers who occupied the middle and upper levels. The usual list of questions to ask about: Identify positions Obligations, The responsibilities, conditions of employment, education and Terms experience

b. Interview (Interview)

This method is intended for rough workers / employees who are not able to answer the question lists, and performed by the direct respondents tanyajawab employee will be analyzed.

c. Observation / observation (Observation)

Usually done by analysts who have received special training and conducted jointly by the interview method. So here an analyzer positions held directly involved observations of each position and conduct interviews, which will support the results of the analysis more targeted positions.

By looking at some kind of job analysis methods above we can use one of the methods mentioned above, according to the rank that will be analyzed. But in fact, in practice commonly used methods Questionnaire which may be equipped with a method of interview.

Job Analysis is an activity to create a foundation or guidelines for the acceptance and placement of employees. Thus kagiatan HR planning can not be separated from the job analysis. Job analysis is to provide an analysis of the activities of each position/job, and thus will provide an overview of the specification are also certain positions.

Systematic job analysis includes activities to collect, evaluate and organize work/ office. Information gathered through job analysis plays an important role in human resource planning because they provide data on employment conditions and working environment.

Examples of information obtained from job analysis are job descriptions, terms of office, the severity of the job, the size of the risk of work, whether the work is hard, the size of responsibility, more or less experience, higher education levels and other considerations.

Job analysis is also the information about the job itself and the conditions necessary to be able to hold the job well. The output of the analysis is a description of the post office (Job Description) and the specification of office (Job Specification).

A position description (Job Description) describes a position, duties, responsibilities, authority and so on. While the specification of office (Job Specification) is information about the conditions necessary for each employee to be able to assume a position well. Terms include: 1) Terms education, 2) health terms, 3) physical terms, and 4) Other conditions such as

marital status, number of family members, a certain personality and so on.

According to French (1986)³, job analysis is a systematic investigation of the content of the work, the physical environment surrounding the job, and the qualifications required to carry out job responsibilities/ job.

A number of categories of information is always contained in the job analysis, including what activities are there, why, how and when the activity is carried out; also contains information about the tool/ machine is used, what is considered in interaction with each other, the physical working conditions and social, training, skills and abilities required in the job. Good job analysis can also be used to improve the effectiveness and efficiency of staffing, appraisal, rewards and so on.

Job analysis is written information about what jobs should be done by an employee in a company in order to achieve the goal. Of job analysis and job design can be made are set job description. Thus the job analysis can provide information about work activities, work standards, work context, personnel requirements, human behavior and the tools used.

Schuler (2006)⁴ argues that job analysis is a process of decomposition and recording jobs. While specific descriptions and notes are targeted jobs are tasks or activities and conditions that enveloped him. The basis of the job analysis is a job specification written in detail about the skills, knowledge and abilities required by the individual performance of the job. However, not everything went well. Description of work includes informing about the standards of performance, task characteristics designed, and the individual characteristics of workers. Besides the job specification covers the characteristics of individuals, interests and preferences are compatible with the satisfactory performance of the job or jobs. Modifications between job description and job specification is to ensure that human resources management objectives such as increased productivity and quality of life of workers is always awake.

BENEFITS AND FUNCTION ANALYSIS POSITION

Some of the activities the organization will run better result when based or based on the job analysis. According Nitisemito (1996)⁵, is useful as a job analysis: 1) a foundation to carry the mutation; 2) the basis for implementing the promotion; foundation to implement training / training; 3) foundation to implement compensation; 4) foundation to carry out the terms of work environment; 5) the foundation for meeting the needs of the equipment.

While the functions of the job analysis is to: 1) determine the regional base for the structure of compensation; 2) evaluate the environmental challenges that affect individual work; 3) eliminate the requirement that the work may cause discrimination in the provision of Human Resources; 4) Human Resources planning needs in the future; 5) integrating

³ ibit, French (1996)

<http://ephastikoz.blogspot.com/2010/05/job-analysis-analisa-pekerjaan-kantor.html>

⁴ ibit, Schuler, R.S. & Jackson, SE, 2006, Human Resource Management, International Perspectives, (translation) Mason: Thomson South-Western.

⁵ ibit, Schuler, R.S. & Jackson, SE, 2006, Human Resource Management, International Perspectives, (translation) Mason: Thomson South-Western.

applications and vacancies; 6) memforkas and determine training needs for employees; 7) develop plans for the development of potential employees; 8) set realistic performance standards; 9) puts the employee in accordance with their skills; 10) helps revised organizational structure; 11) introducing new employees to their work; 12) repair workflow; 13) provide the data as a function of the communication channel; 14) determine the promotions in all departments and organizations.

TARGET POSITION ANALYSIS

1. Determining the value of a job that allows for the maintenance of internal and external payment rights.

2. Ensuring the company does not violate the provisions of wages and benefits for equal work.

3. Helps supervisors and workers in defining the duties and responsibilities for each worker.

4. Provide justification for the existence of the work and when the organization is in a "fit" to a state of "rest".

5. Determining the needs of recruitment and information that allows workers to make decisions.

6. As a basis for establishing programs and career development patterns for employees.

7. As a way to deliver on the potential employees what is expected of them, working conditions in general and how the type of individual who can satisfy the job.

POSITION ANALYSIS PHASE

1. Preparation include: a) Designing and planning the implementation forms of job analysis; b) Coordination with all parties involved in the job analysis; c) Obtain an overview of the functions, process flows, and organizational structure to be analyzed, based on the results of analyzes that have been done (if any); d) Conducting an inventory of the work and the existing workforce.

2. Collecting data with various methods such as: a) observation, direct observation of the employee for performing the task. Good for simple jobs, Weaknesses: slow, expensive, sometimes less accurate; Pros: obtaining first-hand information, know the working conditions, the necessary skills and equipment that are used in real terms. b) interviews, face to face with the employee and his supervisor. c) Questionnaire, using a list of questions that have been prepared beforehand; Weaknesses: if there is any understanding of the data will be biased, sometimes less complete responses; Pros: relatively low cost, time efficient; d) Reporting, information was obtained from records kept of employees (log), Weaknesses: can not show important data, such as working conditions, equipment used, and sometimes employees are reluctant to fill the book due to his work so that the data is incomplete. e)

Combination, by combining existing methods. Which is still considered the best is the observation and interview for being able to produce data that is accurate and complete job. Nevertheless, the use of such combinations depending on the type of work that will be analyzed.

The factors to be considered to establish the best methods of analysis are: Job characteristics (functions, responsibilities, and conditions), the workplace location, Preparation perndahuluan conducted by analysis, attitude and responses of employees, nth specified performance standards.

3. Clarification of data

Doing filtration, separation and review of the information collected in order to obtain information that is accurate and unbiased.

ANALYSIS OF POSITION

1. Traditional

a. The information collected includes only the responsibilities, obligations and minimum qualification to perform a job in a certain position.

b. Can not be used to draw up a job description because there are no details with the standards of performance expected.

2. Oriented results

a. Includes the organization hopes to employees

b. Include linkages between tasks, performance standards, skills and qualifications of at least

c. Sample questions:

1) **TASK:** behavior, liability / responsibility for what is important to the company

2) **WORKING CONDITIONS:** how the nature of work or terms of what it takes to get the job done, no clue what is available to help employees perform their duties

3) **PERFORMANCE STANDARD:** what kind of performance to expect, both based on standards of quality, quantity and timeliness of the company set

4) **SKILLS:** ability, knowledge and skills of what it takes to execute each task with the minimum standards

5) **QUALIFICATIONS:** Education and experience what it takes to be able to carry out a job

LINKAGE ANALYSIS POSITION

Job analysis to be related to other factors such as recruitment, selection, performance appraisal, training, payroll, and so on.

a. Linkage Position Analysis with Recruitment and Selection

Job analysis presents many targets and engaged extensively with a number of personnel activity. For example, the basic job analysis and planning of Human Resources organization can be used to find out who will be recruited. Without a Human Resource planning and analysis work, the organization will not be able to specify what type of employees as needed, when and where recruits were recruited. This will have a negative impact on the productivity of the organization and the validity of each procedure and the selection decision. Just the job analysis information organization can show that the selection procedure associated with the job.

b. Linking Job Analysis and Performance Appraisal Training

To streamline employee performance evaluation, assessment methods used should reflect the interests of job duties. Only by testing the skill requirements for the job (which is defined as the specification of the work), training and promotion of workers can be organized in conjunction with Human Resources needs to be translated by Human Resources planning activities. In other words, the selection and training programs should be based on the criteria of the existence of the employment relationship.

c. Linkage analysis with Payroll Position

One form of attention to individual employees is payroll. Job analysis can be used to help determine how much like an employee getting a salary / wage for a particular job type and

level. Job analysis is also important to ensure a level of wage employment. It is fair to link wages with job level and job performance.

d. Linkage Position Analysis to Program Improvement

Programs to improve organizational design often involves changes in work. Regardless of the results of the design work of nature, tasks, goals and new conditions must be analyzed. From the beginning, the work is designed for the individual. It is more complex to analyze the design of group work in groups or teams. When the focus of the work was moved from individual tasks to group assignment, it will be more difficult to analyze whether the duty of each individual as well as the knowledge, skills and abilities of individuals possible. One consequence of this came from the evaluation work and the average fee for a specific job to evaluate the skills and knowledge worker payments.

e. Linkage Position Analysis with Internal Environment

Two aspects of the internal environment that is very closely related to the job analysis is the target set by the top management and the technology used to translate organizational goals into the form of program activities. The task of top management set targets to be achieved in the program. Target setting can be carried out independently by top management or together with his subordinates. Along with the determination of the target, then the set of evaluation criteria also work. The presence of setting targets and evaluation criteria will be helpful to the achievement of organizational goals. By setting targets and evaluating the achievement of this job analysis is made.

f. Linkage Position Analysis with External Environment

Linkage analysis of positions with the technology used in the design of the work lies. Based on the design of such work can be known what technology and how that should be applied. The technology is currently used in the evaluation of job analysis. The results of the analysis can indicate the appropriateness of the technology used and the influence of technology on the achievement of organizational goals.

POSITION INFORMATION ANALYSIS

Based on the collected data will be obtained two major outputs are descriptions/job descriptions and job specifications. From the results of the job description can then be constructed appraisal form performance and job classification system. This classification system is stable then used to evaluate and target compensation. Based on the specifications of the job, the recruitment and selection can be planned and can also be used to design employee development training.

Amount of information to be obtained from the results of job analysis may include some things, such as:

1. Orientation work (when, why and how the performance of the employee), such as: The process of work activities, use of procedures, records activities (documentation), individual responsibility

2. Orientation work activities, such as: Performance behavior of the Man in the work (communication, decision making, feelings), basic movement, Request for individual jobs.

3. Machinery, tools, equipment and work aids used.

4. Relations jobs can be measured and that can not be measured: Process materials, manufacture products, knowledge possessed, Services rendered.

5. Performance, such as: size of work, labor standards, error rate, the other aspect.

6. Contents of work, such as; Physical conditions of work, work schedule, organizational context, social context, Incentives (Money and nonuang).

7. Individual Requirements: Knowledge and skills related to employment, self attributes (characteristics, physical, personality).

8. Workload and manpower requirements.

CLASSIFICATION, DESIGN, DESIGN WORK BACK

The results of job analysis/job can also be used for various other purposes, such as classification, making the design and redesign of a job. Classification work is done through the process of grouping jobs /particular position based on the type of activity performed, skills requirements or other factors closely associated with the work. The design aims to organize work assignments that fit the needs of the organization, technology and keprilakuan. While its function is to set one's work activities / groups organizationally. Some of the elements included in the design of work:

a. Organizational elements, relating to efficiency include:

1) a mechanistic approach, identifying each task of a job that can be set to minimize the time and effort;

2) work flow, to maintain a balance of work;

3) work practices, regarding how the implementation of the specified work.

b. Environmental elements, related to the ability and availability of human resources potential.

c. Keprilakuan element, include:

1) Autonomy, responsibility for what is done;

2) Variations, away from the boredom of work;

3) Identify the tasks, clarity of tasks performed;

4) feedback, to find work.

Sometimes there is work that needs to be redesigned in order to avoid the in-efficiency in implementation. The method can be used in the design of re-employment, such as:

a. Simplification of work, which simplifies the work, which will appear where the risk is the specialization, which can cause boredom, especially skilled.

b. The expansion work, namely:

1) Job enlargement (expansion work horizontally), by adding more and varied tasks in order to reduce the monotony of work.

2) Job enrichment (expansion work vertically), employees are given the opportunity to participate in activities in addition to managerial operations.

3) Job rotation (rotation jobs), move / rotate employees from job to job, to overcome saturation and allow employees to use their skills.

PROSES ANALYSIS IN POSITION

The process of analyzing the job done through the following steps:

a. Determine the use of the results of job analysis information, it means that the analyzer must know clearly what uses the results of job analysis information. Because of these results will be used to determine the type of data to be collected and data collection techniques. Information from the job analysis results are used to define the job description, job specification, and job evaluation in procuring labor-power.

b. Gather information about the background, meaning analyzer must collect and qualify the data, reviewing background information such as organization charts, process charts, and job descriptions. This data collection conducted using descriptive analysis, surveys, census and sample. While data collection techniques can be done through interviews, observations, questionnaires, and questionnaires. means that the analyzer must know clearly what the usefulness of the results of the job analysis information. Because of these results will be used to determine the type of data to be collected and data collection techniques. Information from the job analysis results are used to define the job description, job specification, and job evaluation in procuring labor-power.

c. Muwakil selecting positions to be analyzed means muwakil analyzer must choose some positions to be analyzed. This needs to be done to save costs and time when the job would be analyzed very much.

d. Job analysis means to gather information and then conduct an analysis analyzer actual positions by collecting data on job activities, required employee behaviors, working conditions and terms of personnel who will carry out the job.

e. Reviewing the information with interested parties means job analysis provides information about the nature and functions of the job. This information should be verified by the workers who will carry out the job as well as the direct supervisor of the employee concerned. By verifying the information, it will help to determine the truth and factually complete and easily understood by all interested parties. This review step will also help gain acceptance of one's position analysis of the data that has been collected by giving the opportunity for people to modify the description of the implementation activities.

f. Create job descriptions and job specification means the analyzer position/job should develop a job description, job descriptions, and job evaluation.

g. Predicting / analyzer means taking into account the development of the company should also take into account / predict the development of job descriptions, job specifications, if required in the future job enrichment, job expansion and simplification of work within the company. It is necessary to take into account the ability of labor-power for the present and the future so that they can continue to perform the work despite the use of sophisticated technocrats and corporate reorganization.

By analyzing the post then we will be able to obtain information about the job description, job descriptions, job specifications, and job evaluation in the company. Analysis of the post in addition to generating job description, job specification, and job evaluations are also useful for:

1. Recruitment and Selection (recruitment and selection).

Job analysis provides information about the job description and the requirements of human work required to implement it. The contents of the specification used as the basis of selection to decide the type of person who needs to be recruited and appointed.

2. Compensation (Compensation)

Job analysis information provides a clear understanding of the background (education, age, experience, etc.) people will assume that position, so we can determine his salary.

3. Evaluation Function

Job analysis information provides a clear understanding of the heavy / light work, large/ small risks faced by workers,

difficult / easy to get ones that fit. Thus we can set the price/salary of the officer who served the post.

4. Job Performance Assessment (performance appraisal)

Performance appraisal is an attempt to compare the actual achievements of employees with work performance is expected of him. To determine whether a job can be done / completed well, the job description will be very helpful in targeting job.

5. Exercises (training)

Job analysis information is used to stimulate the training & development programs. Job description, equipment and types of skills workers used as tools in the development of training programs.

6. Promotion and Transfer of

Job analysis information will be used to assist in determining the promotion or transfer of employee / labor-power.

7. Organizations

Information obtained from the analysis of the post office often provides a clue that there are organizations that need to be fixed.

8. Enrichment Works (job enrichment)

Job analysis information can be used to enrich the work at a certain position.

9. Simplification of Work (work simplification)

Job analysis information is used also for simplification/specialization of work due to the development of the company and in-depth specifications. As a result, the jobs to be done in an office semakinterspesialisasi.

10. Placement (placement)

Job analysis information is used to place the personnel working at jobs that suit their skills so that they can work effectively.

11. Forecasting and Recruitment

Job analysis information used for forecasting and manpower recruitment firm will be required.

12. Orientation and Induction

Job analysis information is used for orientation and induction for new labor-power on the company's history, rights and obligations, induce, etc..

V. DEFINITIONS JOB ANALYSIS

Analysis of the work consists of two words, and job analysis. Analysis of an activity thought to describe the subject matter into parts, components, or elements, as well as the potential exposure of their functions. While the work is a collection / group of duties and responsibilities that will be, is being and has been done by workers in a specified period. Thus the analysis of the work can be interpreted as an activity to study, learn, collect, record, and analyze the scope of work in a systematic and systemic (Sastrohadiwiryo, 2002:127)⁶ analysis of the work is part of human resources planning. According to Flippo (1994)⁷, "Job analysis is the process of studying and collecting information relating to operations and responsibilities of a particular occupation." Flippo stressed there are two main activities in the job analysis, which collects

⁶ ibit, Sastrohadiwiryo, B. Siswanto, 2002. Indonesian Workforce Management: Administrative and Operational Approach. London: Earth Literacy.

⁷ ibit, Flippo, Edwin B. 1994. Personnel Management: Sixth Edition, Volume 1. York: McGraw.

information about the operations and responsibilities of a job and learn more depth.

According to Dessler (2006)⁸ analysis is a procedure through which work to determine the responsibilities of the positions should be made of his staff, and the characteristics of the people who work for these positions. Job analysis provides information that is used to create a job description (list of the job), and the specifications of the work (the kind of person who should be hired for the job). Therefore, according to Dessler supervisor or a specialist in human resources usually collect the following information through job analysis, (1) work activities, (2) human behavior, (3) machinery, tools, equipment, and employment assistance, (4) achievement standards, (5) the context of the work, and (6) human requirements.

Objective Analysis of Work Analysis of important work is done before the organized recruitment of labor. There are several benefits gained by conducting a job analysis, which is also the goal of doing the job analysis. The purpose of the job analysis, namely, (1) obtain employment in the right position, (2) provide to the satisfaction of self-employment, (3) create a climate conducive working conditions (Sastrohadiwiryo)⁹.

Meanwhile, according to Flippo (1994)¹⁰, the results of the analytical work, such as job descriptions and specifications will be used for the following activities: (1) validation procedures for appointment, (2) training, (3) evaluation of the work, (4) performance appraisal, (5) career development, (6) organization, (7) introduction, (8) counseling, (9) the relationship perburuhanm and (10) the realignment work. A study presented by Flippo on 899 companies showed that the results of the job analysis process used to, making the details work (75%), training (60%), the preparation level of wages and salaries (90%), assessing personnel (60%), displacement and promotion (70%), organization (50%), new employee orientation (36%), education (25%), and so on.

VI. METHOD OF ANALYSIS OF WORK

The next question is how the methods used in analyzing the job According Sastrohadiwiryo (2002)¹¹ method commonly used in the job analysis is a method of questionnaires, interviews, routine recording method, and the method of observation, Questionnaire method is used as a data collector in writing distributed to workers or the head of department operations, information and facts to fill expected. In general kuesinoer load (1) questions regarding the work performed, (2) given responsibility, (3) the skills, expertise, or training required, (4) conditions are expected to complete a job, and (5) a figure or types are needed for the job.

⁸ ibit, Dessler, Gary. , 2006. Human Resource Management. Jakarta: Index.

⁹ ibit, Sastrohadiwiryo, B. Siswanto, 2002. Indonesian Workforce Management: Administrative and Operational Approach. London: Earth Literacy.

¹⁰ ibit, Flippo, Edwin B. 1994. Personnel Management: Sixth Edition, Volume 1. York: McGraw.

¹¹ ibit, Sastrohadiwiryo, B. Siswanto. , 2002. Indonesian Workforce Management: Administrative and Operational Approach. London: Earth Literacy.

Interviews conducted operational employment premises or with their department heads, and also with both. In addition, supervisors are often assigned to acquire the data analysis work. The advantage of this method is the presentation of information and facts from the first party. However, this method requires a very long time.

The next method that can be used in the method of recording the data analysis routine. In this method, noted labor commanded is done routinely every day, the allocation is needed, when the starting and ending time of each task was performed. Allocation long time, and careful workmanship and routine are the disadvantages of this method. Observation method is generally done by the previous analyst job training and upgrading in particular. Observation method is usually not performed in conjunction with analysts conduct job interviews observations of each other's work and conduct interviews with operational personnel and their department heads.

VII. JOB DESCRIPTION (JOB DESCRIPTION)

Job description is written information that outlines the duties and responsibilities, working conditions, employment relationships, and other aspects of the job at a particular position in the organization. Job description should be clear and perception should also be easy to understand, and outlines the following matters:

1. Identify jobs or positions that give his name, such as; rector, dean, professor, head of the division of administration, etc.
2. Relations duties and responsibilities, the details of the duties and responsibilities outlined markedly separately, in order to be clearly known. The formulation of the relationship should show the relationship between officials with others both inside and outside the organization.
3. Standards authority and the authority of the work and accomplishments to be achieved by each officer must be clear.
4. The Terms must be clearly defined work such as tools, machines, and raw materials that would be used to do the work.
5. Summary of job or position, which should outline the general shape of the work with only lists the functions and its main activity.
6. Explanation of the positions below and above, which should be explained where the office of the clerk and was promoted to the post where the officer will be promoted.

So the conclusion is that the job description should be spelled out clearly so that officials will be able to determine his tenure the duties and responsibilities and the performance standards that must be achieved. Job descriptions should be the basis for establishing job specifications in order to fill positions based on what principles and then whoever does not lead to the mismanagement.

VIII. SPECIFICATION JOB (JOB SPECIFICATION)

Specifications of work (job specification) is based on the job description to answer the question "what traits,

characteristics, education, experience of the person who will carry out the job well". Requirements of the job specification shows that will be recruited and be the basis for selection.

Does the job specification

Job specification is a description of the minimum quality requirements that can be accepted in order to run the office properly and competently. In general specifications include a summary of job positions are clear and definitive qualities required of the position holders. Job specification provides an overview of information regarding: 1) The level of education of workers, 2) Sex workers, 3) Physical state workers, 4) Knowledge and skills of workers, 5) Minimum age of workers, 6) Married or not, 7) Interests workers, 8) Emotion and temperament workers, 9) Experience workers

Job specification for each company are not the same, because the specification is essentially composed of the job description. And the job description of each company are also not the same anyway. For example, there are companies that require manpower with a view of the height, beauty, etc.

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