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The Influence Of Job Analysis In Efforts To Improve Asn Careers Through Work Competence At The Tangerang City Manpower Office

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Abstract

This study aims to analyze the effect of job analysis on the career of civil servants (ASN), both directly and indirectly through work competence as an intervening variable, at the Manpower Office of Tangerang City. The declining proportion of employees receiving rank promotions during the 2023–2025 period indicates a gap between the implementation of job analysis, work competence, and employee career development. This study employed a quantitative approach with an explanatory, cross-sectional design. The population consisted of all 50 civil servants at the Manpower Office of Tangerang City, selected through saturated (census) sampling. Data were collected using a validated and reliable five-point Likert-scale questionnaire and analyzed using multiple linear regression and the Sobel test with SPSS. The results show that job analysis has a positive and significant effect on ASN career (β=0.605; t=6.703; Sig.=0.000), job analysis has a positive and significant effect on work competence (β=0.647; t=10.359; Sig.=0.000), work competence has a positive and significant effect on ASN career (β=0.718; t=5.798; Sig.=0.000), and work competence significantly mediates the effect of job analysis on ASN career (Sobel Z=5.063>1.96; p=0.00000041). This study recommends optimizing job analysis implementation and strengthening digital competence as a basis for more objective, merit-based ASN career policies.

Keywords: **Job Analysis; Work Competence; Civil Servant Career; Public Sector; Merit System**

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INTRODUCTION

The development of human resources for the State Civil Apparatus (ASN) is a key factor in improving the quality of public services in Indonesia. ASN are a resource owned by the government and play a crucial role in ensuring the implementation of state governance, one of which is through good public services (Kusumawardani et al., 2025). Developing human resource capacity, particularly ASN competency, is a crucial element in supporting digital transformation and improving public services (Suparna et al., 2025). To achieve this, the government has established various policies related to ASN management, including job analysis, work competency, and career development.

Job analysis is a systematic process for identifying the duties, responsibilities, and competencies required for a position, and serves as the basis for determining employee needs accurately and proportionally (Yunisa & Reviandani, 2025). Job analysis significantly impacts employee performance improvement by helping establish clear and measurable work standards (Herawati et al., 2024) and supporting the career development process of civil servants through more targeted competency mapping. Without proper job analysis, organizations will experience difficulties in improving employee competencies and aligning skills with job demands (Wahdati et al., 2022), resulting in ineffective human resource development that is not aligned with organizational needs.

Law Number 20 of 2023 concerning State Civil Apparatus, Article 49 paragraph 1, requires every ASN to develop competencies through continuous learning to remain relevant to organizational demands. Developing ASN work competencies through education and training programs has proven effective in supporting the internalization of the core values of ASN BerAKHLAK, especially in the aspects of improving work competencies, professionalism, and work ethics, thus becoming an important part of bureaucratic reform in Indonesia (Yuniawanti & Wulandari, 2025). In practice, there are still obstacles in ASN work competencies that include technical, managerial, socio-cultural, and digital competencies. The educational background of ASN that is not linear with the position held causes the development of work competencies to not run optimally (Uzlah et al., 2025), and suboptimal job analysis mapping makes ASN work competency development programs ineffective (Sihombing, 2023). ASN currently also still faces obstacles in the form of a lack of digital literacy in digital-based services and resistance to change (Monoarfa et al., 2026).

The Tangerang City Manpower Office, as a regional government agency with primary duties and functions in employment services, is not immune to these challenges. The unbalanced composition of employees means that job analysis is not yet fully optimal in mapping human resources (Sihombing, 2023). Based on employee career development data for the 2023–2025 period, there is a dynamic in the number of

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employees who experienced promotions: in 2023, 5 employees were promoted and only 1 employee was not promoted; in 2024, the number of employees who were promoted remained at 5 people, but the number who were not promoted increased to 2 people; and in 2025, the number of employees who were promoted decreased to 4 people while those who were not promoted increased to 3 people. This trend indicates a tendency for decreasing opportunities or realization of employee career development from year to year, which is influenced not only by individual competencies but also by structural factors and organizational policies, thus indicating a gap between job analysis, careers, and work competency development.

Job competency is a mediating factor that links job analysis and career development to performance. Research byKarunia (2023) stated that the implementation of public services by the government still faces obstacles in the form of less effective and efficient services and inadequate quality of human resources.Furthermore, research by Harwin (2025) confirms that competency has a positive and significant influence on employee performance. Furthermore, career development is also closely linked to job competency: research by Ramadhan et al. (2022) shows that competency-based career development is a crucial strategy in civil servant HR management, and research by Muchlis and Prahiawan (2024) confirms that changes to the job system contribute to fostering more competency-based career development.In the context of public organizations, the results of Karunia's research (2023) state that government organizations require competent personnel so that the principles of good governance can be implemented optimally.

The job mismatch phenomenon is a major challenge in human resource management in Indonesia, where the mismatch between skills and job requirements is caused by a weak link between the education system, training, and organizational needs (Hasibuan et al., 2025). Career development is influenced by work competencies, performance, and opportunities for growth within the organization (Ratri & Silitonga, 2024), and HR competencies, along with career development, have a positive effect on employee performance (Cholisshofi & Bahiroh, 2022). This shows that job analysis plays a crucial role in determining the direction of work competencies, which ultimately influence employee career development: a good job analysis will result in an accurate mapping of work competencies, thus impacting employee career advancement. Conversely, if job analysis is not carried out optimally, employee careers and work competencies will become undirected (Wahdati et al., 2022; Sabri & Handayani, 2019).

Based on these phenomena, it appears that there is a relationship between job analysis, employee career development, and work competency that has not been fully understood empirically, especially in the context of the Tangerang City Manpower Office. This study aims to (1) determine the influence of job analysis on ASN careers, (2) analyze

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the influence of job analysis on work competency, (3) analyze the influence of work competency on ASN careers, and (4) analyze the role of work competency in mediating the influence of job analysis on ASN careers at the Tangerang City Manpower Office.

Framework for Thinking and Hypothesis Development

The framework of this research is built on the relationship between job analysis, work competency, and employee career development. Job analysis is positioned as an independent variable (X) that influences work competency (Z) as an intervening variable, which in turn influences the career of ASN (Y) as the dependent variable. In public sector organizations such as the Tangerang City Manpower Office, a comprehensive job analysis will produce accurate information regarding the required competency profile, so that increasing work competency will then have a significant impact on employee career development because the organization has an objective basis for mapping and promotion.

A proper job analysis will support performance improvement, which is closely related to career development (Suryani & Susanti, 2016; Sabri & Handayani, 2019). Clarity in job specifications also encourages employees to develop relevant competencies through education and training (Suryani & Susanti, 2016). The success of an employee's career development is further determined by their work competencies, where high competencies tend to provide better career development opportunities (Harwin, 2025; Arifin et al., 2021). A good job analysis will, in turn, improve an employee's work competency, which then advances their career, so that work competency acts as an intervening variable in the relationship between job analysis and career (Sabri & Handayani, 2019; Muchlis & Prahiawan, 2024). Based on this framework, the research hypothesis is formulated as follows:

H1: Job analysis has an impact on ASN careers.
H2: Job analysis has an impact on work competency.
H3: Work competency influences ASN career.
H4: Work competency mediates the influence of job analysis on ASN careers.

METHOD

This study uses a quantitative approach with a positivist paradigm, which views social reality in public organizations as measurable through clear and statistically tested indicators (Sugiyono, 2017). The research design is explanatory research with a survey approach and is cross-sectional, meaning data collection is carried out at one point in time (point-time approach) to examine the relationship between variables (Abduh et al., 2023; Sofya et al., 2024). Job analysis (X) acts as the independent variable, ASN career (Y) as the dependent variable, and work competency (Z) as the intervening variable.

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Variable measurement uses a five-point Likert Scale, and the data obtained are analyzed using parametric statistical techniques.

The research was conducted at the Tangerang City Manpower Office, located at Jalan Perintis Kemerdekaan 1, Cikokol, Tangerang City, during the period January–June 2026. The research population was all ASN employees within the Tangerang City Manpower Office, totaling 50 people. Considering the relatively small and fully reachable population, the sampling technique used was saturated sampling (census), namely all members of the population were used as research samples (Angraeni & Wirjawan, 2023; Asrulla et al., 2023), so that the number of samples was the same as the population, namely 50 employees.

The research instrument was a questionnaire measuring three variables: job analysis (limited to job description and job specification aspects), work competencies (personal, technical, managerial, socio-cultural, and digital competencies), and ASN careers (career opportunities and development, career patterns, and career advancement). Validity testing was conducted using the Pearson Product Moment correlation technique, with the criteria for items to be declared valid if the calculated r value is greater than the table r at a significance level of 0.05 (Slamet & Wahyuningsih, 2022). The results of the validity test showed that all statement items in the three variables had calculated r values above the table r (0.284; N = 48), so all items were declared valid. The reliability test used the Cronbach's Alpha method with the criteria for instruments to be declared reliable if the Alpha value is greater than 0.70 (Slamet & Wahyuningsih, 2022). The test results showed a Cronbach's Alpha value of 0.976 for the job analysis variable, 0.958 for the work competency variable, and 0.972 for the ASN career variable, so that all instruments were declared very reliable.

Prior to the regression analysis, this study conducted classical assumption tests including normality tests using the Shapiro-Wilk method, linearity tests using the ANOVA test (test for linearity), multicollinearity tests using the Variance Inflation Factor (VIF) and tolerance values, and heteroscedasticity tests using the Glejser test (Usmadi, 2020; Nasar et al., 2024; Widana & Muliani, 2020). Subsequent data analysis was carried out through several stages, namely descriptive analysis to describe the characteristics of respondents and the tendency of answers to each variable; multiple linear regression analysis to test the direct effect between variables equipped with a t-test (partial), F-test (simultaneous), and coefficient of determination (R^2) test (Mardiatmoko, 2020; Sembiring et al., 2024); and the Sobel test to test the indirect effect of work competency as a mediating variable in the relationship between job analysis and ASN careers (Setyowati & Suryoko, 2020). The mediation test criteria use a critical Z table value of 1.96 at a significance level of 5%; if the calculated Z value is greater than 1.96, the mediation effect is declared significant.

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RESULTS AND DISCUSSION

Research result

This study involved 50 civil servants (ASN) from the Tangerang City Manpower Office as respondents. Instrument testing results showed that all statement items were valid and reliable, and the data met classical assumptions (normal, linear, free from multicollinearity and heteroscedasticity), allowing for further linear regression analysis.

The results of a simple regression analysis of the influence of job analysis on ASN careers produced the equation Y = 24.001 + 0.605X, with a calculated t value of 6.703 and a significance of 0.000 (<0.05), which means that job analysis has a positive and significant effect on ASN careers. The coefficient of determination (R^2) value of 0.483 indicates that job analysis is able to explain 48.3% of the variation in ASN careers, while the remaining 51.7% is explained by other factors outside the model.

The results of the regression analysis of the influence of job analysis on work competency produced the equation Z = 24.142 + 0.647X, with a calculated t value of 10.359 and a significance of 0.000 (<0.05). The R^2 value of 0.691 indicates that job analysis is able to explain 69.1% of the variation in employee work competency. Furthermore, the results of the regression analysis of the influence of work competency on ASN careers produced the equation Y = 17.854 + 0.718Z, with a calculated t value of 5.798 and a significance of 0.000 (<0.05), and an R^2 value of 0.412 (41.2%).

The results of multiple regression analysis by simultaneously entering job analysis and work competency produce the equation Y = 18.428 + 0.456X + 0.231Z. The F test produces a calculated F value of 23.188 with a significance of 0.000 (<0.05), which indicates that the regression model is suitable for use and job analysis together with work competency simultaneously have a significant effect on ASN careers. The R^2 value in this combined model is 0.497 (49.7%).

The indirect effect test was conducted through the Sobel test using the path coefficient and standard error values of the relationship between job analysis and work competency (a = 0.647; SEa = 0.062) and work competency and ASN career (b = 0.718; SEb = 0.124). The calculation results show a Sobel statistic value (Z) of 5.063, which is greater than the critical value of 1.96 at a significance level of 5%, with a two-tailed probability of 0.00000041 (<0.05). These results prove that work competency significantly mediates the effect of job analysis on ASN career. A summary of the results of testing the four hypotheses is presented in Table 1.

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Table 1. Summary of Hypothesis Testing Results

Hypothesis	Influence	Coefficient (β)	t / Z	Sig.	Information
H1	Job Analysis → ASN Career	0.605	t = 6.703	0,000	Accepted
H2	Job Analysis → Job Competencies	0.647	t = 10.359	0,000	Accepted
H3	Work Competence → ASN Career	0.718	t = 5.798	0,000	Accepted
H4	Job Analysis → ASN Career through Work Competencies (Sobel)	–	Z = 5.063	0,000	Accepted (significant mediation)

Source: data processed by researchers using SPSS (2026)

DISCUSSION

1. The Influence of Job Analysis on ASN Careers

The results of the first hypothesis test prove that job analysis has a positive and significant effect on the careers of ASN at the Tangerang City Manpower Office, so H1 is accepted. This finding indicates that the better the implementation of job analysis in an organization, the better the employee's career. When an organization has a clear and structured job analysis, employees can understand the job demands and the competencies required to achieve higher career levels. This finding is in line with Mardiyah et al. (2025) who explained that job analysis and career management are two interrelated aspects in human resource management, and with Ratri and Silitonga (2024) who stated that employee competency and qualifications are the main factors influencing career development in public sector organizations. Sastika and Rahmani (2023) also emphasized that employee career development is influenced by improvements in education, skills, and work abilities supported by an objective organizational system, while Nuryanti et al. (2025) proved that job analysis has a positive and significant effect on human resource management, including career development. The implementation of good job analysis in the context of the Tangerang City Manpower Office is also in line

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with the merit system principle as mandated in ASN management, where career development is carried out based on qualifications, competencies, and performance, not based on subjective factors (Sabri & Handayani, 2019).

2. The Influence of Job Analysis on Work Competencies

The results of the second hypothesis test prove that job analysis has a positive and significant effect on employee work competencies, so H2 is accepted. The relatively high regression coefficient value (0.647) indicates that job analysis has a strong role in shaping employee work competencies, because through job analysis the organization can identify in detail the competencies needed to carry out a job. This finding is consistent with Kartika and Damaika (2023) who found that job analysis plays an important role in mapping employee competencies based on job descriptions, and with Ramadhani (2025) who showed that the preparation of competency standards based on job analysis has a strategic role in ensuring the match between job needs and employee capabilities. Erwan et al. (2024) also explained that job analysis and career development through competencies have a close relationship in increasing the effectiveness of human resources, in line with Maksin et al. (2023) and Samsudin et al. (2024) who emphasized that job analysis plays an important role in directing human resources to be able to carry out tasks according to organizational demands. At the Tangerang City Manpower Office, the existence of a good job analysis allows the organization to adjust employee competencies to the complexity of employment service tasks, industrial relations, and job training.

3. The Influence of Work Competence on ASN Careers

The results of the third hypothesis test prove that work competence has a positive and significant effect on ASN careers, so H3 is accepted. The regression coefficient of 0.718 indicates that work competence has a strong influence on ASN careers: employees with high competence tend to be able to produce better performance and more easily gain organizational trust to accept greater responsibilities and job promotion opportunities. This finding is in line with Sumakul et al. (2025) who found that competence has a positive and significant effect on employee career development, and with Wibowo et al. (2024) who stated that competence is a key element in building professional and productive human resources. Conversely, limited competence can be an obstacle in the career development process, so organizations need to pay attention to competency development through training, education, and continuous learning.

4. The Mediation Role of Work Competence

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The results of testing the fourth hypothesis using the Sobel test show that work competency significantly mediates the influence of job analysis on ASN careers (Z = 5.063 > 1.96), so H4 is accepted.

Table 2. Results of the Sobel Test Calculation (Mediation Test)

Parameter	Mark
Path coefficient a (Job Analysis → Job Competence)	0.647
Standard error a (SE_a)	0.062
Path coefficient b (Work Competence → ASN Career)	0.718
Standard error b (SE^b)	0.124
Sobel test statistic (Z)	5,063
One-tailed probability	0.00000021
Two-tailed probability	0.00000041

Source: calculated using the Sobel Test Calculator (Soper, 2024)

These findings indicate that job analysis not only directly impacts careers but also indirectly through improving employee work competencies. In other words, a good job analysis can create clarity regarding job demands and required competencies, thus encouraging employees to develop skills relevant to their positions, ultimately supporting successful career advancement. These findings align with Novelya and Karuehni (2023) who demonstrated that competency is closely related to employee career development through improved work performance, and with Tobing and Sagala (2024) who stated that competency plays a strategic role in supporting career development and improving the quality of an organization's human resources. Desiana and Nurasa (2026) also emphasized that career development based on competency assessment can increase objectivity and professionalism in the ASN merit system.

5. Practical Implications

Although all four research hypotheses were accepted, the results of the descriptive analysis at the indicator level revealed several areas requiring attention. In the job analysis variable, the indicators "workload in accordance with existing capacity" and "competence match with current job demands" obtained the lowest average scores, indicating that workload distribution and employee placement need to be continuously optimized. In the work competency variable, the indicator "ability to adapt to technology and digitalization" obtained the lowest score, indicating that ASN digital literacy still needs to be continuously strengthened to ensure optimal digital-based services. In the ASN

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career variable, the indicator "equal opportunity for job promotion" obtained the lowest score, indicating the need to strengthen a more objective and transparent merit system in the job promotion process, while minimizing perceptions of nepotism within the ASN environment. These findings imply that efforts to improve employee careers at the Tangerang City Manpower Office will be more effective if supported by accurate job analysis, clarity of workload, a digital competency strengthening program, and a competency- and merit-based promotion system.

CONCLUSION

Based on the research results and discussion, it can be concluded that job analysis has a positive and significant effect on ASN careers (β=0.605; t=6.703; Sig.=0.000), job analysis has a positive and significant effect on work competency (β=0.647; t=10.359; Sig.=0.000), work competency has a positive and significant effect on ASN careers (β=0.718; t=5.798; Sig.=0.000), and work competency is proven to significantly mediate the effect of job analysis on ASN careers (Z Sobel=5.063>1.96) at the Tangerang City Manpower Office. Thus, the four research hypotheses (H1, H2, H3, and H4) are accepted. Overall, these findings prove that good job analysis not only has a direct impact on ASN careers, but also provides a stronger indirect impact through strengthening employee work competency.

Theoretically, this study strengthens the public sector human resource management framework that places job analysis as the main foundation in the preparation of competency standards and career development based on a merit system. Practically, the Tangerang City Manpower Office is advised to continue optimizing the implementation of job analysis periodically, paying attention to the suitability of workloads with employee capacity, improving digital competency strengthening programs, and strengthening the implementation of an objective and transparent merit system in the job promotion process, so that the results of job analysis can be used as a basis for employee placement, competency development, and more targeted career planning.

This study has limitations in the scope of variables (job analysis, work competencies, and civil servant careers) and the limited number of respondents in one government agency (50 employees). Future research is recommended to add other variables that could potentially influence civil servant careers, such as employee performance, work motivation, job satisfaction, organizational culture, or leadership, and expand the sample coverage to other government agencies so that the research results can be more widely generalized.

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