

## **Qualitative Analysis of the Influence of Job Description, Human Capital, and Work Culture on the Performance of Employees of the Langsa Kota Sub-district Office**

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### **Abstract**

This study aims to analyze the influence of job description, human capital, and work culture on employee performance at the Langsa Kota Sub-district Office. A qualitative approach is used with a case study method, involving in-depth interviews, participatory observation, and document analysis as data collection techniques. The research informants consisted of the head of the office, administrative staff, and functional employees who were selected purposively. The results of the study show that a clear job description plays an important role in providing job guidance to employees. However, some challenges were found, such as unclear tasks in certain positions and overlapping responsibilities between employees, which could affect work coordination. From the aspect of human capital, formal education, technical training, and work experience have proven to have a great contribution to the quality of employee performance. However, limited access to training and competency development is a major obstacle, especially for new employees. Meanwhile, the work culture at the Langsa Kota Sub-district Office is generally considered positive, especially in the aspect of team cohesion. However, the discipline and innovation aspects still need more attention to encourage productivity and creativity at work. These three factors, namely job description, human capital, and work culture, are interrelated and affect employee performance simultaneously. This study concludes that optimal human resource management must include evaluation of task descriptions, improvement of training programs, and strengthening work culture. The implications of this study are expected to be a reference for the Langsa Kota Sub-district Office to improve employee performance in providing more effective and efficient public services.

**Keywords:** Job Description, Human Capital, Work Culture, Employee Performance, Sub-district Office

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## **INTRODUCTION**

The performance of employees in a government institution is one of the indicators of success in carrying out public service duties (Bleskadit et al., 2020). The Langsa Kota Sub-district Office, as one of the government work units at the sub-district level, has a great responsibility in ensuring that services to the community run well. In order to achieve these goals, various factors can affect employee performance, including the clarity of the job description, the quality of human resources (human capital), and the work culture applied in the work environment.

A job description, or job description, is a job guide that details the responsibilities and expectations of each employee. Lack of clarity in defining tasks is often the main obstacle to achieving optimal work results (Fatimah, 2017). When employees have a clear understanding of what is expected of them, they can work more efficiently and productively. Conversely, non-specific task descriptions can create confusion, overlapping responsibilities, and potential conflict within the work team.

Human capital includes the skills, knowledge, experience, and other capacities possessed by employees to support organizational productivity (Kasmawati, 2017). The Langsa Kota Sub-district Office is faced with the challenge of continuing to improve the quality of its human resources in order to be able to compete in the midst of the increasing complexity of community problems. Investing in employee training, education, and competency development is an important strategy to drive better performance.

Meanwhile, work culture also plays a central role in determining work dynamics in the organizational environment. A positive work culture can create a conducive environment, increase motivation, and strengthen relationships between employees. Conversely, a negative work culture can lower morale, create tension, and hinder productivity (Iswahyudi et al., 2023). In the context of the Langsa Kota Sub-district Office, it is important to understand the extent to which the existing work culture supports or actually hinders employee performance. This study aims to analyze how the influence of job description, human capital, and work culture simultaneously on employee performance at the Langsa Kota Sub-district Office. An in-depth understanding of these three aspects will provide relevant insights for policymakers to design more effective performance improvement strategies.

In carrying out their daily duties, employees at the Langsa Kota Sub-district Office face various challenges, ranging from administrative demands to the need to respond quickly to community complaints. Therefore, there is a need for an integrated approach to increase productivity and work efficiency. The influence of job description, human capital, and work culture on employee performance is an interesting topic to be researched in this context.

A good job description allows each employee to understand their roles and responsibilities in the organizational structure. This not only supports better coordination, but also minimizes the risk of work errors (Kiron, 2024). In an organization like the Langsa Kota Sub-district Office, where responsibilities cover various aspects of public service, it is important to have clear guidelines. In addition, human capital is a strategic asset that determines the sustainability of organizational performance. With adequate levels of education, ongoing training, and relevant work experience, employees can make maximum contributions (Salma & Rizky, 2024). Organizations also need to pay attention to the development of soft skills, such as communication skills, time management, and problem-solving.

Last but not least, an inclusive and supportive work culture can form a harmonious work environment. Employees who feel valued and supported by colleagues and superiors tend to be more enthusiastic in carrying out their duties (Wahyudi & Tupti, 2019). This research will explore the extent to which the work culture applied in the Langsa Kota Sub-district Office has an impact on employee performance.

In the context of public service, employee performance has direct implications for community satisfaction. Therefore, ensuring a synergy between job description, human capital, and work culture is a crucial step. With a better understanding of the relationship between these three variables, the Langsa Kota Sub-district Office can increase the effectiveness of the services provided. This study also seeks to identify the main challenges faced in the implementation of clear



job descriptions, optimal human capital development, and the implementation of a supportive work culture. The results of this research are expected to provide valuable input for the improvement of organizational policies and strategies.

In the government structure, the Langsa Kota Sub-district Office has a strategic role as a liaison between the local government and the community. Therefore, the performance of employees in this office has a significant impact on the success of government programs. This study will be an important contribution in understanding the factors that affect employee performance at the sub-district level. Using a qualitative analysis approach, this study will explore the perspective of employees on the effectiveness of job descriptions, the relevance of human capital, and the impact of work culture in supporting their tasks. The data obtained will provide a comprehensive picture of internal dynamics that affect employee performance.

Overall, this study aims to answer fundamental questions about how these three factors interact with each other and contribute to employee performance. The results of the analysis are expected to provide practical recommendations to increase work productivity in the Langsa Kota Sub-district Office.

## **RESEARCH METHODS**

This study uses a qualitative approach with the aim of exploring in depth the influence of job description, human capital, and work culture on employee performance at the Langsa Kota Sub-district Office. This approach was chosen because this research focuses on understanding the processes, experiences, and perceptions of employees in the context of their work environment.

This research is in the form of a case study oriented to the exploration of phenomena in real situations (Assyakurrohim et al., 2023). The case study allows the researcher to understand the interaction between job description, human capital, and work culture in a specific organizational environment, namely the Langsa Kota Sub-district Office.

The research was conducted at the Langsa Kota Sub-district Office. This location was chosen because of the representation of the problem and the context of research related to the performance of employees in government institutions at the sub-district level.

The data in this study were obtained from two types of sources:

- **Primary Data:** In-depth interviews with informants consisting of employees of the Langsa Kota Sub-district Office, including the head of the office, administrative staff, and functional employees.
- **Secondary Data:** Official documents such as job descriptions, employee performance reports, policies related to human resource development, and other internal documents.

Data collection is carried out by the following techniques (Jogiyanto Hartono, 2018):

- **In-Depth Interview.** The interviews were conducted with a semi-structured guide to obtain rich and in-depth information about the informant's perception of job description, human capital, and work culture. Informants are selected purposively based on the relevance of their duties to the research topic.
- **Participatory Observation.** The researcher made direct observations on the work activities of employees at the Langsa Kota Sub-district Office to understand work dynamics, the application of work culture, and interaction patterns in the work environment.
- **Document Study.** Researchers analyze relevant documents to understand how job descriptions are designed, human resource development programs are implemented, and work culture values are applied.

The informants in this study were selected using the purposive sampling technique, which is based on certain criteria, such as:

- Employees who have important responsibilities in the organizational structure.
- Employees with long enough tenure to provide an in-depth view of work culture.
- Head of office or relevant official who is authorized in the formulation of internal policies.



The number of informants is determined based on the saturation point principle, which is when the data obtained is sufficient and no new information appears.

Data analysis is carried out thematically with the following steps (Jogiyanto Hartono, 2018):

- Data Collection. Data from interviews, observations, and documents are collected and recorded systematically.
- Data Reduction. The collected data is summarized, sorted, and focused on aspects relevant to the research objectives, namely the influence of job description, human capital, and work culture on employee performance.
- Data Presentation. Reduced data is presented in the form of descriptive narratives, matrices, or diagrams to facilitate interpretation.
- Drawing conclusions. The researcher draws conclusions by associating thematic data with the research objectives and theories used.

Data validation is carried out with the following strategies:

- Source Triangulation: Comparing information from different data sources (interviews, observations, and documents).
- Member Checking: Confirm the results of interviews or findings with informants to ensure data accuracy.
- Peer Review: Asking peers to review and provide feedback on the results of the study.

## RESULTS

This study reveals the influence of job description, human capital, and work culture on employee performance at the Langsa Kota Sub-district Office. The following are the findings obtained from the analysis of interview data, observations, and document studies.

### The Effect of Job Description on Employee Performance

The results of the interview showed that the majority of employees understood their duties and responsibilities based on the available job descriptions. However, several problems were found, such as:

- Lack of clarity on a certain level: Some employees stated that their job descriptions were too general, leading to different interpretations.
- Overlapping tasks between positions: There are some cases where the same task is performed by two or more people, leading to internal conflicts.

**Table 1. Job Description Analysis Results**

Aspects	Positive findings	Negative findings
Task Clarity	80% of employees feel their duties are clear.	20% admitted that the task description was too generic.
Suitability of Duties and Positions	Most of the duties are according to the position.	There are several tasks that are not in accordance with the competence.
Coordination between employees	The majority felt that the coordination was quite good.	There is an overlap of duties in some cases.

### The Influence of Human Capital on Employee Performance

Employees realize the importance of competency development to support their performance. However, there are challenges that need to be considered, such as limited training and lack of opportunities for self-development. Here are the related findings:

- Technical Training: Some employees stated that the training held by the agency was uneven, so that some employees felt left behind in competence.
- Formal Education: Employees with higher formal education tend to perform better.
- Work Experience: Employees with more than 5 years of experience are more confident in carrying out their duties compared to new employees.



**Table 2. Human Capital Analysis Results**

Aspects	Positive findings	Negative findings
Technical Training	Some employees receive regular training.	Training is uneven, especially for new staff.
Formal Education	Formal education supports better performance.	Not all employees have relevant education.
Work Experience	Senior employees are more skilled and confident.	New employees lack technical guidance.

### The Influence of Work Culture on Employee Performance

The work culture at the Langsa Kota Sub-district Office is generally considered quite positive, but there are still aspects that need to be improved:

- Team Cohesion: The majority of employees feel the team is solid, but some employees feel undervalued in decision-making.
- Discipline: The level of discipline still needs to be improved, especially in terms of attendance and adherence to work schedules.
- Innovation: Employees feel that the work culture does not encourage innovation, so performance tends to be stagnant.

**Table 3: Results of Work Culture Analysis**

Aspects	Positive findings	Negative findings
Team Cohesiveness	70% of employees feel the team is solid and supports each other.	30% feel undervalued in team decisions.
Discipline	The level of discipline is quite good in most cases.	There are still employees who lack discipline.
Support for Innovation	Employees feel that the working atmosphere is conducive.	Innovation is less facilitated by office policies.

### Simultaneous Analysis

The results of the study show that the three factors (job description, human capital, and work culture) are interrelated in influencing employee performance.

- Job descriptions provide a foundation for employees to understand their duties, but lack of clarity can reduce productivity.
- Human Capital is the main determinant of employee work quality, but the lack of training has an impact on the competency gap.
- Work Culture supports a conducive environment, but it needs to be encouraged to encourage discipline and innovation.

## DISCUSSION

### The Effect of Job Description on Employee Performance

The findings show that a clear job description plays an important role in improving employee performance. Most employees feel that their duties have been specifically described, but some state that the job description is still too general and causes confusion, even overlapping duties. According to (Armstrong, 2014), a good job description should include clarity about key responsibilities, employment relationships, and expected outcomes. When this description is unclear, employees have the potential to lose their way of working, which ultimately reduces productivity. This finding is in line with research by (Judge & Robbins, 2013), which states that role ambiguity can cause work stress and hinder organizational effectiveness. The context at the Langsa Kota Sub-district Office shows that certain roles require a review to reduce the risk of overlapping duties. In public organizations, good coordination among employees is crucial to ensure that services to the community run smoothly. Therefore, the results of this study recommend an evaluation of the job description structure to improve coordination between employees.



### **The Influence of Human Capital on Employee Performance**

Human capital is one of the important factors in determining the quality of performance. The findings show that formal education, technical training, and work experience have a significant contribution to employee performance. However, the limitations of training and development programs are one of the main obstacles at the Langsa Kota Sub-district Office. According to (Becker, 1993) In human capital theory, investment in education and training will increase an individual's ability to do their jobs more efficiently. This research supports this view, where employees with higher formal education and longer work experience perform better. These results are also consistent with research by (Edition & Noe, n.d.), which found that technical training and continuous learning can improve employees' ability to overcome job challenges. At the Langsa Kota Sub-district Office, the lack of equitable training has the potential to create a competency gap between senior and junior employees. This shows the need for a larger budget allocation for training and competency development programs.

### **The Influence of Work Culture on Employee Performance**

The positive work culture at the Langsa Kota Sub-district Office has contributed to employee performance. However, there are still challenges in terms of discipline and innovation. Team cohesiveness is one of the aspects that is positively recognized by most employees, but a small number feel less involved in decision-making. According to (Schein, 2010), a strong work culture can shape employee behavior and mindset so as to create a harmonious work environment. These findings are also in line with research by Cameron and (Quinn, 2011), which states that an organizational culture that supports collaboration and innovation can improve individual and team performance. However, findings related to the lack of support for innovation show that the work culture at the Langsa Kota Sub-district Office is still conventional. This can be an obstacle in creating creative solutions to improve work effectiveness. Therefore, there needs to be an effort to encourage a culture of innovation, for example through giving awards to employees who show creativity in completing tasks.

### **Simultaneous Relationship between Job Description, Human Capital, and Work Culture**

The findings of this study show that these three factors are interrelated in influencing employee performance. A clear job description provides a foundation for employees to understand their duties, but if it is not supported by adequate human capital, work effectiveness is still difficult to achieve. On the other hand, a positive work culture can be a catalyst to strengthen collaboration and create a conducive work environment. These results support the systems approach theory put forward by (Bertalanffy, 1969), where each element in the organization influences each other and works as a unit. An imbalance in any of the elements can hinder the overall performance of the system. Previous research by (Rachmad et al., 2009) in local government agencies in Indonesia also show that a combination of specific job descriptions, investment in human capital, and a supportive work culture is key to improving public services. In the context of the Langsa Kota Sub-district Office, strengthening a work culture that supports innovation can be a strategic step to optimize employee potential.

### **CONCLUSION**

This study aims to analyze the influence of job description, human capital, and work culture on employee performance at the Langsa Kota Sub-district Office. Based on the results of the research and discussion, it can be concluded that these three factors have a significant influence on improving employee performance. First, a clear job description plays an important role in providing work direction to employees. Specific job descriptions help employees understand their responsibilities and work expectations, which ultimately increases productivity. However, there are still several problems, such as unclear tasks in several positions and overlapping responsibilities, that need to be overcome to ensure optimal work coordination. Second, human capital contributes greatly in determining the quality of employee work. Formal education, technical training, and work experience have been proven to improve an individual's competence



in carrying out their duties. However, the limitations of training programs and competency development are still an obstacle. For this reason, more attention is needed to provide equitable and relevant training to improve the technical skills of employees, especially for those who have just joined. Third, a positive work culture has created a conducive work environment for most employees, especially in terms of team cohesion. However, the aspects of discipline and innovation need to be strengthened. Uneven discipline can have an impact on productivity, while lack of support for innovation hinders the creation of creative solutions to improve work effectiveness. Fourth, the simultaneous influence of these three factors shows that job description, human capital, and work culture complement each other and interact in influencing employee performance. An imbalance in any of the factors can hinder the achievement of overall performance. Therefore, a holistic approach is needed to optimize employee potential. Overall, this study provides insight that good human resource management must pay attention to aspects of task clarity, competency development, and strengthening work culture. By improving these three factors, the Langsa Kota Sub-district Office is expected to be able to improve employee performance and provide more effective and efficient public services.

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