

The Effect of Job Description Clarity on Employee Performance at Cafe X in Bandung

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Abstract

The clarity of *job* descriptions is a crucial factor in the operational efficiency of the *Food and Beverage* (F&B) industry to minimize role uncertainty and improve staff work effectiveness. This study aims to analyze the effect of job description clarity on employee performance at Café X in Bandung. The research method used is a quantitative approach with an associative design. The study population comprised all 37 employees of Café X, with *saturated sampling* used as the sampling technique. Data collection was conducted by distributing a structured questionnaire using a Likert scale (1–5) that measured indicators of clarity of tasks, authority, responsibilities, and performance standards (*job description*), as well as *task performance* and *contextual performance*. The data analysis techniques used were simple linear regression, correlation tests, and the coefficient of determination test (R^2) using SPSS. The regression analysis yielded the equation $Y = 16.976 + 0.421X$. The results of the hypothesis test (t-test) showed a *calculated t-value* of 3.294 with a significance level of 0.002 ($p < 0.05$), proving that the clarity of the job description has a positive and significant effect on employee performance. The coefficient of determination (R^2) test yielded a value of 0.237, indicating that the clarity of *job descriptions* accounts for 23.7% of the variation in employee performance, while the remaining 76.3% is influenced by other variables outside the research model. The implications of this study underscore the importance of management periodically updating and disseminating job descriptions to maintain the quality of the café's operational services.

Keywords: Job Description, Clarity Of Job Description, Employee Performance, Task Performance, Contextual Performance, F&B Industry.

INTRODUCTION

The *Food and Beverage* (F&B) industry in Indonesia, particularly in major cities like Bandung, has experienced rapid growth. Cafés no longer serve merely as places to buy food and drinks but have transformed into social spaces, venues for discussion, and even productivity hubs (*co-working spaces*) for urban communities. The high level of competition in the café business requires every business owner to continuously improve competitiveness, one of which is through the optimization of Human Resource Management (HRM). *Frontline* employees and administrative/support staff (*back office*) are crucial assets directly linked to operational efficiency and service quality.

High employee performance is the cornerstone of an organization's success in achieving its strategic goals. According to Koopmans *et al.* (2011), individual performance encompasses two main dimensions: *task performance*, which relates to the efficiency of carrying out core tasks; and *contextual performance*, which includes initiative, teamwork, and interpersonal communication in the workplace. In the highly dynamic operational environment

of a café, employees are required to act quickly (with efficient *lead times*), minimize recipe or order errors, and be flexible in coordinating during *peak hours*.

However, in practice, declines in performance or inefficiencies in daily operations are often triggered by a lack of clarity regarding employees' roles. The absence of clear work instructions can easily lead to *role* ambiguity and *role* conflict among staff. This underscores the importance of implementing clear and structured *job* descriptions. Dessler (2020) states that a *job description* is a written document that details the tasks, scope of authority, responsibilities, and expected performance standards for a position. A transparent job description provides clear guidance on *what to do*, *how to do* it, and the conditions under which the work is performed.

Café X is a small and medium-sized enterprise (SME) in Bandung whose operational staff is divided into front-line service units and administrative/support units. Based on initial observations of Café X's operations, the high dynamics of daily service demand quick and precise coordination among staff. In this fast-paced work environment, employees' understanding of the boundaries of their responsibilities and work quality standards is key to ensuring that service flows smoothly without compromising customer satisfaction.

Although studies on *job descriptions* and employee performance have been extensively conducted in the manufacturing sector or large corporations, empirical research focusing on the organizational dynamics of SME-scale cafes in Bandung still requires deeper exploration. Therefore, this study aims to empirically test and analyze the extent to which the clarity of *job* descriptions influences employee performance at Café X.

Research Hypotheses

Based on the theoretical foundation and conceptual framework presented, the hypotheses proposed in this study are as follows:

Ha (Alternative Hypothesis): The clarity of *job descriptions* has a positive and significant effect on employee performance at Café X.

H0 (Null Hypothesis): The clarity of *job descriptions* does not have a positive and significant effect on employee performance at Café X.

RESEARCH METHOD

Type and Research Design

This study employs a quantitative approach with a causal-associative research design. The quantitative approach was chosen to test the established hypotheses through the statistical analysis of numerical data. The causal-associative design aims to determine the relationship and the magnitude of the causal effect between the independent variable—Clarity of Job Descriptions (X)—and the dependent variable—Employee Performance (Y).

Population and Sample

The population in this study consists of all employees working at Café X in Bandung, including those in the *Operations/Frontline* division (*baristas*, *servers*, *cashiers*) and the *Back Office/Administration* division. The sampling technique used was *non-probability sampling* with the saturated *sampling* method, in which all members of the population were included in the study sample. Thus, the sample size in this study was 37 respondents.

Data Collection Instrument

The data collection instrument consisted of a structured questionnaire measured using a Likert scale (1–5), ranging from a score of 1 (Strongly Disagree) to a score of 5 (Strongly Agree). The research variables were operationalized as follows:

Table 1. Operationalization of Research Variables and Instruments

Variable	Operational Definition	Dimension	Indicators
Clarity of Job	The level of written clarity	1. Clarity of Core Duties	a. Understanding of written/verbal work instructions.

Description (X) (Dessler, 2020)	regarding task details, scope of authority, responsibilities, and performance standards as understood by employees at Café X.	2. Clarity of Authority Limits	b. Clarity of the list of daily routine tasks. a. Clarity regarding the limits of decision-making authority.
		3. Clarity of Responsibilities	b. Clarity regarding the chain of command for reporting issues to superiors. a. Understanding of the consequences of work outcomes.
		4. Clarity of Performance Standards	b. Clarity regarding role boundaries (free from <i>overlap</i>). a. Clarity regarding targets/performance metrics.
			b. Understanding of service/product quality criteria.
Employee Performance (Y) (Koopmans et al., 2011)	The quality and quantity of work results achieved by employees of Café X in carrying out their primary duties, as well as their behavioral contributions in the workplace.	1. Task Performance (Task Performance)	a. Service speed (<i>lead time</i>). b. Accuracy in serving menu items and adherence to SOPs.
		2. Contextual Performance (Contextual Performance)	a. <i>Teamwork</i> and communication. b. Initiative to help coworkers and maintain the work area.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 2. Respondent Characteristics (N = 37)

Respondent Characteristics	Category	Frequency	Percentage (%)
Age	< 20 years	12	32.40%
	21–30 years	13	35.10%
	> 30 years	12	32.40%
Gender	Female	19	51.40%
	Male	18	48.60%
Work Division	Operations / <i>Frontline</i>	20	54.10%
	<i>Back Office</i> / Administration	17	45.90%
Total		37	100

Based on Table 2, the 21–30 age group is the largest, comprising 13 people (35.1%). Meanwhile, the under-20 and over-30 age groups each comprise 12 people (32.4%). This indicates that the workforce at Café X is dominated by young, productive-age individuals who possess the high energy needed to keep pace with the dynamic nature of the *Food and Beverage* (F&B) industry. The proportion of female respondents was 19 people (51.4%), while male respondents numbered 18 people (48.6%). The gender distribution at Café X is relatively balanced, with a slight majority of female staff, reflecting the need for attention to detail and friendly service. The majority of respondents work in the *Operations/Frontline* division (*baristas*, *servers*, *cashiers*)—20 people (54.1%)—while the *Back Office/Administration* division

comprises 17 people (45.9%). The predominance of frontline operational staff underscores the importance of clear *job descriptions* to prevent *overlapping* duties during *peak hours*.

HYPOTHESIS TESTING

Simple Linear Regression Analysis

Simple linear regression analysis was used to determine the direction and magnitude of the influence of the independent variable Clarity of *Job Descriptions* (X), on the dependent variable, Employee Performance (Y) at Café X. Based on the results of data processing using SPSS, the regression coefficients are as shown in Table 4.1 below:

Table 3. Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.976	4,290		3,957	.000
	JOBDESC (X)	.421	.128	.486	3,294	.002

a. Dependent Variable: PERFORMANCE (Y)

Source: Primary Data Processed using SPSS

Based on Table 4.1 above, the following simple linear regression equation was obtained:

$$Y = a + bX$$

$$Y = 16.976 + 0.421X$$

The linear regression equation above can be interpreted as follows:

Constant (a) = 16.976. A constant value of 16.976 indicates that if the Job Description Clarity variable (X) is zero (0) or considered nonexistent, then the Employee Performance level (Y) at Café X is at a constant score of 16.976 units.

Regression Coefficient for the Job Description variable (b) = 0.421. The regression coefficient for the Job Description variable is positive, specifically 0.421. This indicates that *the Job Description* variable has a **direct (positive)** relationship with Employee Performance. This means that for every 1 (one) unit increase in the Job Description Clarity variable (X), Employee Performance (Y) at Café X is predicted to increase by 0.421 units.

Correlation and Coefficient of Determination

Analysis of the correlation coefficient (R) is used to measure the strength of the relationship between *Job Description* and Employee Performance. Meanwhile, analysis of the coefficient of determination (R^2) is used to determine the percentage of the independent variable's contribution to the dependent variable.

Table 3 Results of the Coefficient of Determination Test
Model Summary

Model	R	R-Square	Adjusted R-Square	Standard Error of the Estimate
1	.486 ^a	.237	.215	2.249

a. Predictors: (Constant), JOBDESC (X)

Source: Primary Data Processed using SPSS

Based on Table 4.2 above, the interpretation of the correlation and determination coefficients can be explained as follows:

1. Correlation Coefficient (R) Analysis. The correlation coefficient (R) obtained is 0.486. This value indicates that there is a moderate to fairly strong positive relationship between the Clarity of the *Job Description* and Employee Performance at Café X. The positive relationship suggests that the clearer the job description provided to employees, the more likely their on-the-job performance will improve.

2. Analysis of the Coefficient of Determination (R^2). The coefficient of determination (R^2) value obtained was 0.237. To express the percentage of the explanatory power, the R^2 value is multiplied by 100%. The value of 23.7% indicates that the Job Description variable contributes 23.7% to employee performance at Café X. Meanwhile, the remaining 76.3% is influenced by other variables outside the scope of this study, such as compensation, leadership, work environment, motivation, or workload.

Significance Test (t-Test)

Table 4. Significance Test (t-Test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.976	4,290		3,957	.000
JOBDESC (X)	.421	.128	.486	3,294	.002

a. Dependent Variable: PERFORMANCE (Y)

Source: Primary Data Processed using SPSS

Based on the test results, a *calculated t-value* of 3.294 was obtained with a significance level of 0.002. Since the significance value of 0.002 is less than 0.05, it can be concluded that the clarity of the *job description* has a positive and significant effect on employee performance at Café X.

DISCUSSION

Based on the results of the statistical data analysis presented in the previous subsection, the findings of this study indicate that the clarity of *job descriptions* has a positive and significant effect on employee performance at Café X. This effect is evidenced by a regression coefficient of 0.421, a *calculated t-value* of 3.294, and a significance level of 0.002 (less than $\alpha = 0.05$). Furthermore, the coefficient of determination (R^2) of 0.237 indicates that job description clarity accounts for 23.7% of the variation in employee performance at Café X.

The Effect of Job Description Clarity on Employee Performance

The results of the simple linear regression analysis show a positive relationship: the higher the level of job description clarity among staff, the higher the individual performance demonstrated in the workplace. This finding aligns with Dessler's (2020) *Human Resource Management* theory, which states that *job descriptions* serve as a fundamental tool that guides employees on *what to do*, *how to do it*, and the conditions under which the work is performed.

At Café X, clarity regarding the details of core tasks and performance standards has been shown to minimize operational uncertainty among both *frontline* staff and *back-office* staff. When a *barista* or *server* has a clear understanding of the boundaries of their role and authority, they can provide service with greater confidence, speed, and in accordance with the Standard Operating Procedures (SOPs) established by management. Conversely, the absence of clear job descriptions is prone to triggering role *ambiguity* and *role conflict*, which can ultimately reduce work efficiency.

Dimensions of *Task Performance* and *Contextual Performance*

Based on the theoretical framework of individual performance according to Koopmans et al. (2011), the clarity of job descriptions has a direct impact on two main dimensions of performance:

1) *Task Performance*: Clear work instructions help employees optimize service *lead times*, minimize the rate of order errors (*miss-orders*), and maintain consistency in product preparation and presentation.

2) *Contextual Performance*: Transparent boundaries of responsibility foster a harmonious teamwork environment. When staff understand the limits of their primary duties, they are more willing to take the initiative to assist (*organizational citizenship behavior*) their coworkers during *peak hours* without worrying about neglecting their own primary responsibilities.

Analysis of Variable Contributions and Practical Implications

Although the clarity of job descriptions was found to have a significant effect, the coefficient of determination indicates that 76.3% of employee performance at Café X is influenced by other factors. These other factors include leadership style, compensation, job satisfaction, motivation, the physical work environment, and daily operational workload.

Given the highly dynamic nature of the F&B industry, having structured *job descriptions* serves as a *baseline* for ensuring that HR management functions at Café X operate effectively. The results of this study imply that Café X management needs to periodically *review* and update job descriptions, especially when there are changes in workflows or the addition of new menu items or technologies, to ensure that employee performance standards are maintained at an optimal level.

CONCLUSION

Based on the results of the data analysis and discussion regarding the Effect of *Job Description* Clarity on Employee Performance at Café X, the following conclusion can be drawn: *Job description* clarity has a **positive and significant** effect on employee performance at Café X. This is evidenced by a regression coefficient of 0.421, a significance level of 0.002 ($p < 0.05$), and a *t-value* of 3.294. These results indicate that the clearer and more detailed the job description understood by employees is, the greater the improvement in daily operational performance at Café X will be. The clarity of job descriptions accounts for 23.7% of the variation in employee performance at Café X (based on the coefficient of determination: $R^2 = 0.237$). Meanwhile, the remaining 76.3% is influenced by other factors outside the scope of this study, such as compensation, leadership style, work motivation, work environment, and workload levels. Clear *job descriptions* have been shown to minimize *role ambiguity* and *task overlap* in the workplace. This has a tangible impact on both *task performance*—such as *lead time* speed and adherence to standard operating procedures (SOPs) and *contextual performance*, such as the creation of harmonious team coordination during *peak hours*.

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