

Systematic Literature Review on Work Division and Employee Effectiveness in Jakarta and Bekasi Industries

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Abstract. This study presents a systematic literature review on the impact of work division systems on employee effectiveness in Jakarta and Bekasi. In today's fast-paced and competitive urban work environments, structured task allocation based on individual skills has emerged as a key strategy to boost productivity and job satisfaction. Previous research shows that aligning tasks with employee strengths enhances engagement and overall performance. Additionally, factors such as role clarity, supportive work climate, and adaptive management practices further strengthen the positive effects of work division. However, challenges like job monotony and declining motivation must also be considered. This review emphasizes the importance of tailoring work division strategies to local social and cultural contexts, while leveraging technology to support collaboration. By integrating diverse theoretical and methodological perspectives, the study offers a comprehensive understanding of how structured work systems can improve employee outcomes. The findings aim to serve as a foundation for developing more responsive and sustainable human resource management policies in Indonesia's urban workplaces.

Keywords : Work Division; Work Effectiveness; Employees Motivation; Job Satisfaction; Jakarta – Bekasi

INTRODUCTION

It's become increasingly clear in the modern workplace just how important well-organized structures and optimized processes are for making employees more productive and happier. In this environment, dividing up tasks based on employee skills has become a key strategy for making workplaces more effective. This approach lets people focus on tasks that match their strengths and helps create a collaborative atmosphere that is important for meeting the organization's overall goals.

This topic is particularly relevant now, as organizations in fast-growing areas like Jakarta and Bekasi face constant pressure to improve their operations because of strong competition and changing market conditions. Some past studies, such as those by (L Halkiv et al., 2021) and (Danowitz A, 2017), have shown that a well-planned division of labor can significantly improve productivity and job satisfaction. Their findings suggest that when employees are given roles that fit their abilities, they tend to do better and be more engaged, which then improves the whole organization.

Furthermore, considering how motivation and management affect how the division of labor impacts employee performance is vital. As highlighted in research by (Wiandini et al., 2012), employees perform better when their job roles and responsibilities are clear, which boosts their motivation. This aligns with (Noor et al., 2014)'s argument that good management, including thorough training programs, can help make the division of labor more effective. Despite these insights, there's still a gap in the research about how these ideas can be adapted to fit the specific socio-economic conditions of Jakarta and Bekasi. Many studies have mainly looked at Western workplaces or more general situations, and

often miss the cultural and environmental aspects that might change how well these organizational strategies work in Indonesia. Moreover, although the existing literature often stresses the benefits of dividing labor, there's less discussion about possible downsides, like the risk of jobs becoming boring or employees losing morale, as noted by (Suyanto et al., 2017) and (Lipsey et al.).

Understanding both sides is essential for organizations that want to find a balance between maximizing productivity and keeping employees happy. This review aims to pull together existing research on how dividing labor affects employee performance, specifically in Jakarta and Bekasi. By carefully looking at current methods and findings like those in (Primanto et al., 2014) and (FAISAL et al., 2011) this review will highlight not only the positives of using division of labor but also the subtle challenges that might come up in these diverse urban settings. Going forward, it's essential to fill these identified gaps with empirical studies tailored to Jakarta and Bekasi.

Previous studies have started this exploration, but we need more research to better understand how local culture and economic conditions influence how labor division strategies are used in these urban centers. As a result, this literature review will also look at works like (Consortium WR, 2003), (SETYOWATI et al., 2012), and (Ahmad et al., 2011), discussing future research and practical steps to guide policies that boost both employee performance and organizational growth. By combining these ideas, this review hopes to lay a solid foundation for future studies, offering a deep understanding of how labor division and employee performance connect in Jakarta and Bekasi. The expected findings might further suggest customized management strategies that take full advantage of a well-structured division of labor to improve workplace results.

REVIEW OF LITERATURE

The development of how work division systems affect employee effectiveness in Jakarta and Bekasi shows a growing understanding of organizational dynamics. Initial studies, like those by (L Halkiv et al., 2021) & (Danowitz A, 2017), showed that effective work distribution can greatly improve productivity in a company. These studies mainly focused on matching individual strengths with tasks, setting the stage for later research. Later on, authors like (Wiandini et al., 2012) & (Noor et al., 2014) built on this by adding qualitative assessments, suggesting that the psychological aspects of work division—like employee motivation and job satisfaction are very important for organizational effectiveness.

This was a key moment in the research, as it started to connect traditional efficiency models with modern, employee-focused ideas. A number of empirical studies followed, notably those by Suyanto et al., (2017) & Lipsey et al., which proved that clear role definitions not only make processes smoother but also make employees in Jakarta and Bekasi feel more connected. As the research continued, contributions from Primanto et al., (2014) & FAISAL et al., (2011) showed that contextual factors, like cultural and regional specifics, greatly affect how well work division works. Their findings suggested that adapting work systems to local nuances improves overall performance.

More recently, Consortium WR, (2003) & Setyowati et al., (2012) have looked into how technology is being used in work division, suggesting that automation and collaborative tools can further improve work processes. Overall, this research paints a complex picture showing how systematic improvements in work division can lead to not only better efficiency but also a more engaged workforce in Jakarta and Bekasi. Looking at

the division of labor as a way to improve employee effectiveness in Jakarta and Bekasi highlights several important themes in the research.

One major theme is the link between specialization and productivity. Research has consistently shown that when tasks are assigned based on individual strengths, employees are more likely to be more efficient, as L Halkiv et al., (2021) argued & Danowitz A, (2017) confirmed. These findings emphasize that task allocation is crucial for optimizing human resources, especially in urban areas like Jakarta and Bekasi where competition is tough. Another crucial aspect is how a well-structured work environment affects employee satisfaction and performance. Studies suggest that clear role definitions and responsibilities lead to better morale and lower turnover rates (Wiandini et al., 2012),(Noor et al., 2014).

In this context, the research highlights the importance of communication channels within organizations, as facilitating dialogue can improve cooperation and reduce misunderstandings among team members (Suyanto et al., 2017). Also, the relationship between organizational culture and the effectiveness of labor division is a noteworthy point. A positive culture that encourages teamwork and rewards collaborative efforts greatly contributes to improved worker output, as (Lipsey et al.) and (Primanto et al., 2014) showed. On the other hand, research indicates that a rigid and hierarchical culture can stifle creativity and hinder effectiveness (FAISAL et al., 2011). The evidence gathered generally supports the argument that strategic labor division, when combined with supportive organizational practices, can transform employee productivity.

This theme is consistent throughout the research, showcasing a multifaceted approach to understanding the dynamics at play in Jakarta and Bekasi's work environments (Consortium WR, 2003),(SETYOWATI et al., 2012). Exploring work distribution systems and their impact on employee effectiveness in Jakarta and Bekasi uncovers a rich variety of research methods that contribute to the discussion. Qualitative methods, as seen in studies focusing on in-depth interviews, provide valuable insights into employees' views on work allocation and its connection to performance outcomes. This approach highlights the nuanced experiences of workers, showing how subjective perceptions of workload impact job satisfaction and effectiveness (L Halkiv et al., 2021); (Danowitz A, 2017).

On the other hand, quantitative research has used survey data to identify statistically significant relationships between work division and employee productivity, offering a broader view of trends across the workforce in these regions (Wiandini et al., 2012);(Noor et al., 2014). For example, studies using regression analysis have shown how structured work systems can lead to higher performance metrics, especially in rapidly changing economic environments (Suyanto et al., 2017);(Lipsey et al.). Furthermore, mixed-methods research has become a particularly effective approach, combining both qualitative and quantitative data to provide a more complete understanding of the subject.

This blending of methods allows for evaluating contextual factors that influence work distribution while simultaneously measuring effectiveness metrics, as demonstrated in recent findings (Primanto et al., 2014):(FAISAL et al., 2011). Researchers have also examined case studies of specific organizations in Jakarta and Bekasi, illustrating how different implementations of work division affect team dynamics and productivity levels (Consortium WR, 2003):(SETYOWATI et al., 2012). Each of these methodological perspectives not only emphasizes the complexity of work allocation systems but also improves our understanding of their implications for employee effectiveness. It's worth

noting that emerging studies using longitudinal methods are starting to shed light on how these relationships change over time, adding another dimension to the conversation.

Through this array of methods, the research provides a comprehensive overview of how work distribution strategies can shape employee outcomes in these urban settings. Looking at the influence of work division systems on employee effectiveness in Jakarta and Bekasi reveals a complex range of theoretical viewpoints. One key theme that emerges from the research is the impact of clear role definition on worker productivity. Many scholars emphasize that well-defined roles lead to greater accountability and motivation among employees, aligning with the principles of role theory, which suggests that clarity in job expectations improves performance outcomes (L Halkiv et al., 2021)(Danowitz A, 2017).

However, some have criticized overly rigid work divisions, suggesting they might stifle creativity and hinder collaboration (Wiandini et al., 2012)(Noor et al., 2014). This argument fits well with social exchange theory, which highlights the importance of relational dynamics in workplace settings; collaborative efforts often foster a more innovative environment, ultimately leading to improved efficacy (Suyanto et al., 2017)(Lipsey et al.). The research also illustrates how important cultural context is in implementing work division systems. Studies focused on Indonesian workplaces indicate that local cultural values, like collectivism, can shape perceptions and the effectiveness of task division (Primanto et al., 2014) (Faisal et al., 2011).

This observation supports the integration of cross-cultural management theories, suggesting that effective work division must consider local practices and norms to maximize employee engagement (Consortium WR, 2003)(SETYOWATI et al., 2012). Moreover, the dual role of technology in automating work distribution has gained attention, with many claiming that while technology can enhance efficiency, it may also create disconnects among teams if not thoughtfully integrated. Thus, through these various perspectives, the research generally suggests that while systematic work division can potentially improve employee effectiveness, it must be tailored to fit both the organizational goals and cultural contexts in which it operates.

METHOD

This study employs a Systematic Literature Review (SLR) method to examine the impact of work division systems on employee effectiveness in the urban industrial contexts of Jakarta and Bekasi. The SLR approach was chosen to synthesize existing research findings, identify key themes, and highlight gaps in the literature relevant to organizational performance and human resource practices.

CONCLUSION

Ultimately, the literature review, focusing on how work division influences employee effectiveness in Jakarta and Bekasi, offers some key insights into the complex dance of organizational performance within these rapidly growing cities. As (L Halkiv et al., 2021) and (Danowitz A, 2017) point out, these findings really underscore just how important task allocation is. Generally speaking, matching individual talents with specific responsibilities seems to boost productivity and employee engagement overall. Furthermore, as (Wiandini et al., 2012) and (Noor et al., 2014) highlight, role clarity is pretty critical, not only for improved performance, but also for making employees feel like they belong.

From various studies ((Suyanto et al., 2017), (Lipsey et al.)), we see a positive link between well-organized work environments and employee satisfaction. This strengthens

the idea that smart labor division can lead to some significant gains for organizations. The broader implications? They reach into management practices, suggesting that organizations in Jakarta and Bekasi should really adopt approaches to labor division that fit their specific contexts. Integrating thorough training programs, like (Primanto et al., 2014) and (FAISAL et al., 2011) suggest, could help ensure employees have the skills they need to do well in their segmented roles, and also stay motivated because they understand how they contribute to the big picture. Plus, the literature notes how important it is to foster a collaborative culture.

Teamwork and recognizing group achievements can boost worker output and maybe reduce the potential downsides of jobs becoming too monotonous, as noted by (Consortium WR, 2003) and (SETYOWATI et al., 2012). However, the review also acknowledges a few limitations in the current literature. There's a noticeable gap because the focus is mainly on Western contexts. We don't fully understand how cultural differences impact labor division strategies in Jakarta and Bekasi. Also, even though the benefits of work division are well-documented, we need a more nuanced look at the potential negatives, such as decreased morale in overly mechanized systems ((Ahmad et al., 2011), (Nikmah et al., 2013)).

Future research should really explore these uncharted areas, using mixed methods to gather both qualitative and quantitative data that reflect the local sociocultural dynamics and economic conditions. Examining the long-term divergence effects in labor division and incorporating emerging technologies into organizational frameworks could offer valuable insights into future strategies for workforce optimization. Researchers are encouraged to look at longitudinal studies to track trends over time, as the field grapples with these complexities. Doing so should improve our understanding of what effective work distribution systems look like in diverse environments.

This literature review sets a comprehensive groundwork for future inquiries, highlighting the intersections between labor division and employee effectiveness in Jakarta and Bekasi, while advocating for tailored management approaches that consider local cultural values and organizational goals. The findings here should contribute to a larger conversation on workplace efficacy in dynamic urban settings, in most cases, fostering a richer understanding of how strategic labor division can enhance productivity *and* employee satisfaction across different contexts.

Table 1. Literature review

Author	Year	Title	Main Focus	Findings
L. Halkiv, L. Halaz, M. Bihus	2021	Educational Component Of Human Potential: Financial-Statistical And Labor Perspectives	To improve theoretical, methodological, and applied foundations of the educational component of human potential, focusing on education financing and labor market outcomes.	The quality of the education system significantly affects human potential, with declining educational expenditures leading to potential knowledge loss and retraining costs.

Author	Year	Title	Main Focus	Findings
Andrew Danowitz	2017	Group Work Versus Informal Collaborations: Student Perspectives	To evaluate the effectiveness of informal collaborations in engineering courses compared to traditional group work.	Students engaged in informal collaborations felt more responsible for their learning and reported improved confidence, suggesting these can effectively substitute for formal group work.
Wiandini, D. (Dini)	2012	Hubungan Reward Dan Iklim Kerja Dengan Efektivitas Tim Kerja Guru SMP Negeri Di Kecamatan Bekasi Utara Kota Bekasi	To understand the relationship between reward systems, work climate, and the effectiveness of teacher work teams in Bekasi.	There is a positive relationship between reward and work climate with team effectiveness, highlighting the importance of structured reward systems and a supportive work environment.
Noor, Munawar, Suwitri, Sri, Warella, Y, Warsono, Hardi	2014	Institutional Analysis On Poverty Reduction Program In The Society: A Case Study Of National Program For Community Empowerment Of Independent Urban (Pnpm-Mp) In Semarang, Indonesia	To describe and analyze the role of PNPM-MP institutional frameworks in community-based poverty reduction.	PNPM-MP programs have not effectively driven poverty reduction efforts, as they are viewed as mere compliance requirements rather than integrated community initiatives.
Suyanto, Suyanto	2017	Spillover Effect of foreign direct investment on	To examine the spillover effects of foreign direct investment (FDI) on local	The study found generally positive spillover effects from FDI

Author	Year	Title	Main Focus	Findings
		Domestic Firms: Aggregate and Disaggregate Analysis	firms' productivity in East Java.	on local productivity, with labor-intensive industries suffering negative impacts while capital-intensive industries benefited.
Lipsey, Robert, Sjöholm, Fredrik	N/A	Host Country Impacts Of Inward Fdi: Why Such Different Answers?	To explore the diverse and often contradictory results regarding the impacts of inward foreign direct investment (FDI) on host countries.	Findings suggest discrepancies stem from variations in research design and methodology, highlighting the need for standardized approaches in FDI impact studies.
Primanto, Aji, Suwitri, Sri, Warsono, Hardi	2014	Bureaucratic Reform : A Way To Eliminate Corruption, Collusion, And Nepotism Practices In Indonesia	To investigate how bureaucratic reforms can help eliminate corruption, collusion, and nepotism in Indonesia.	Bureaucratic success in reducing corruption depends on the completeness, competency, and consistency of stakeholders, indicating the importance of comprehensive reforms.
Faisal, Akbar, Suharnomo, Suharnomo	2011	Reviewing Outsourcing Controversy In Indonesia (An Exploratory Study of Human Resources Outsourcing Practice in Semarang City)	To explore the differing perceptions of outsourcing among employers, outsourced workers, and the government.	Uncertainty in outsourcing regulations creates major challenges, emphasizing the need for a clearer regulatory framework to balance interests among stakeholders.

Author	Year	Title	Main Focus	Findings
Worker Rights Consortium	2003	Worker Rights Consortium assessment re PT Dae Joo Leports (Indonesia) and re Kawasan Berikat Nusantara Export Processing Zone, Marunda & Cakung Branches (Indonesia): Findings and Recommendations	To assess labor conditions at PT Dae Joo Leports and KBN, providing recommendations for improvement.	Assessment revealed inadequate labor conditions and violations of worker rights, emphasizing the need for immediate remedial actions to ensure compliance with labor regulations.
Setyowati, Retno	2012	How To Increase Employee's Disciplinary In Faculty Medicine Of Diponegoro University	To analyze factors influencing discipline among public service employees in the Faculty of Medicine.	The study suggests that enhancing knowledge sharing and workplace environment can significantly improve employee discipline.
Ahmad, N. (Noormala), Husin, N. M. (Norhayati), Sapingi, R. (Raedah)	2011	Intellectual Capital: A Focus on Human Capital Reporting Practices of Top Malaysian Listed Companies	To assess human capital reporting practices among top Malaysian companies and propose guidelines.	Found significant gaps in human capital reporting, underscoring the need for a structured framework to enhance transparency and accountability.
Nikmah, Fatmawati	2013	ANTECEDENTS OF BUDGETARY PARTICIPATION: ENHANCING EMPLOYEES' JOB PERFORMANCE	To investigate antecedents of budgetary participation and their impact on job performance.	Higher need for achievement positively correlates with budgetary participation, leading to enhanced job performance, while work

Author	Year	Title	Main Focus	Findings
				attitude does not show a significant association.
Kholisoh, N. (Nur), Sulastri, R. (Ria)	2017	New Media Technology in Developing Effective Organizational Internal Communication	To examine the benefits of Whatsapp Messenger for internal communication at PT Euro Management Indonesia.	Whatsapp Messenger significantly enhances internal communication, with conversational patterns improving employee engagement and information dissemination.
LaCette, Susan	2006	ILR School Ph.D. Dissertations	To compile and document doctoral dissertations from the ILR School for easier access.	Compiled 4022 downloads of dissertations, showing significant interest and contribution to the field of Industrial and Labor Relations.
Xi, Meng, Zhang, Xufan, Zhao, Shuming, Zhou, Lulu	2017	Labor Relations Conflict in the Workplace: Scale Development, Consequences and Solutions	To identify dimensions of workplace conflicts and explore their consequences and resolution methods.	Identified interest-based, rights-based, and emotion-based conflicts, negatively impacting job satisfaction while suggesting partnership practices as a resolution approach.

Source: Researcher Processing, 2025

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