

The Effect of the Work Division System on Improving Employee Work Effectiveness in the Jakarta and Bekasi Regions

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Abstract. This study aims to analyze the impact of work division systems on employee effectiveness in the Jakarta and Bekasi regions. A quantitative research method was employed using simple linear regression analysis. The results show a correlation coefficient (R) of 0.562, indicating a positive and moderately strong relationship between work division (X) and work effectiveness (Y). The coefficient of determination (R^2) is 0.316, meaning that 31.6% of the variation in work effectiveness can be explained by the work division system, while the remaining 68.4% is influenced by other factors beyond this study. The t-test produced a t-value of 5.762 with a significance level of $0.000 < 0.05$, confirming that work division has a positive and significant effect on employee effectiveness. These findings reinforce previous studies by Darnita (2019), Riskah (2017), and Priyatna (2020), which also found a significant positive influence of work division on employee performance in both public and private sectors. Proper implementation through task alignment with competencies, proportional workload, and clear coordination can enhance work effectiveness. This study serves as a strategic reference for organizational management in designing efficient, performance-based work structures.

Keywords : Work Division; Work Effectiveness

INTRODUCTION

The work division system plays an important role in improving employee work effectiveness, particularly in the industrial sector in the Jakarta and Bekasi regions. With a structured division of tasks, employees are able to focus more on specific responsibilities, which ultimately has a positive impact on productivity and job satisfaction. Previous research (Riadi et al., 2025) shows that job satisfaction, transformational leadership, and organizational citizenship behavior (OCB) have a significant effect on overall employee performance, which also determines workforce retention levels in Indonesian manufacturing companies. In addition, the balance between work engagement and intrapreneurial spirit has also been proven to be an important mediating factor in the relationship between vigor, competition, and employee performance (Alfianto et al., 2025). These findings emphasize the importance of strategically managing the work division system, so that it not only supports the achievement of organizational goals, but also meets employee needs and well-being amid increasingly competitive business dynamics (Anandaputri et al., 2025; Setiawan et al., 2024). An adaptive and responsive approach to work division can encourage the creation of a workforce that is more productive, motivated, and resilient.

In the modern working world, the division of labor has become an important factor influencing organizational effectiveness and efficiency. The division of labor is not only related to the separation of tasks, but also to role clarity, responsibilities, and interdepartmental coordination to achieve organizational goals optimally. According to

Wibowo (2007), the division of labor is the process of combining related forms of work into a single field. An effective division of labor can improve overall employee productivity and accelerate task completion. On the other hand, excessive division of labor can cause uneven workloads, role confusion, and a decline in motivation and productivity.

Many previous studies have shown that employee work effectiveness is strongly influenced by job distribution. According to the research of Darnita Sylvia Ayu Karincha (2019), unfair job distribution in Air Putih Village, Samarinda, caused task overlap and a decline in worker productivity. These results are consistent with the findings of Riskah Hardiyanti (2017), who studied employees at the North Sangatta District Office and found that both supervision and task division had an impact on worker productivity. Similar findings were reported by Dadang Priyatna (2020) among employees of the Central Bureau of Statistics (BPS) in Sumedang Regency, showing a strong and positive correlation between work effectiveness and work division.

These findings are supported by a study conducted in the private sector by Tri Silawati Dewi (2005) at PT Dupantex in Pekalongan Regency. This study shows that work division significantly and positively affects worker productivity in the manufacturing department. According to a recent study conducted by Yustinus Jaya Putra Gea (2024) at the Environmental Agency of North Nias Regency, uneven workloads, dissatisfaction, and a decline in employee engagement are consequences of unequal workforce allocation. This indicates that to create efficient and highly competitive companies, fair and appropriate task distribution is required.

In urban areas such as Jakarta and Bekasi, which have high work dynamics and high organizational complexity, the implementation of an effective work division system has become an urgent need. The challenges faced by modern organizations are not only related to task division, but also to how to ensure alignment between individual competencies and job positions (the right man in the right place). A mismatch between employee abilities and assigned workloads often leads to low productivity, role conflict, and work stress, which ultimately results in a decline in organizational effectiveness.

Based on this background, this study aims to analyze the extent to which the work division system affects employee work effectiveness, as well as to measure the contribution of work division in improving individual and organizational performance. The results of this study are expected to serve as a practical reference for company management and government institutions in designing proportional, fair, and competency-based work division systems to create productive, effective, and sustainable work environments.

A. An overview of the work division system and its relevance to employee work effectiveness

One of the important components in an organization's human resource management strategy is the work division system. The purpose of work division is to make tasks clearer, increase productivity, and ensure that each individual has specific duties that are in accordance with their skills and qualifications. Employee productivity in modern businesses is influenced by both individual skills and the way tasks and responsibilities are distributed and managed systematically.

According to Hasibuan (2007) as cited in Riskah Hardiyanti (2017), work division is the systematic and written breakdown of tasks and responsibilities, working conditions, and inter-positional relationships within an organization. A good work division system enables each employee to understand the limits of their duties so that they can work in

accordance with the assigned workload and responsibilities. Pophal (2008) adds that work division serves as a guideline for explaining qualifications and relationships between units within an organization, thereby allowing coordination to run effectively.

Tri Silawati Dewi (2005) emphasized that work division includes three main aspects, namely job placement, workload, and job specialization. These three components play an important role in creating role clarity in the workplace and preventing task overlap that can reduce organizational performance. In addition, according to the research of Dadang Priyatna (2019), a good work division must consider the principle of “the right man in the right place,” namely placing employees according to their abilities and expertise so that productivity increases and work errors can be minimized. Unbalanced work division can result in workload inequality and reduce employee motivation.

B. The relevance of work division to employee work effectiveness

The ability of an organization to achieve work outcomes in accordance with predetermined objectives while taking into account the quality, quantity, and timeliness of implementation is known as work effectiveness. According to Handoko (2003) as cited in Riskah Hardiyanti (2017), work effectiveness reflects an individual’s ability to choose the best way to achieve the desired goals. Siagian (2002) adds that work effectiveness can be measured by the level of task completion that is timely and in accordance with established work quality standards.

C. The historical context of work division in Jakarta and Bekasi

The concept of work division in Indonesia, including the Jakarta and Bekasi regions, has evolved along with changes in economic structure and societal work patterns.

In its early development, the work system in these regions was still traditional and manual, where tasks had not yet been divided systematically. However, along with the entry of the industrialization era from the 1970s to the 1990s, Jakarta developed as the center of national government and economy, while Bekasi grew into an industrial and manufacturing area that accommodated thousands of workers.

According to Dewi (2005) in her research at PT Dupantex in Pekalongan Regency, work division during the industrialization period began to be implemented formally and systematically. Each employee was given clear tasks according to expertise, with a work system that emphasized efficiency and productivity. Although the research was conducted in Pekalongan, the context is in line with industrial developments in Jakarta and Bekasi, where work division became the basis of organizational structures in manufacturing companies.

Then work division in the context of government and private organizations according to Priyatna (2020), work division in government institutions aims to avoid task overlap, ensure coordination among units, and improve employee work effectiveness. In the Bekasi and Jakarta regions, this principle is applied in various government sectors from public service agencies to administrative institutions.

After that there is also work division as a driving factor of work effectiveness empirically, work division in Jakarta and Bekasi has been proven to have a close relationship with employee work effectiveness. Hardiyanti’s (2017) research at the North Sangatta District Office shows that planned and skill-based work division is able to increase employee work effectiveness by up to 38.2%. These results illustrate that work division is not only important in the industrial sector, but also in the government sector that requires

cross-sector coordination. If related to the context of Jakarta and Bekasi, these results reflect the reality of increasingly complex regional bureaucracy due to urbanization and population growth.

D. The evolution of work practices in the Jakarta and Bekasi regions

At the early stage prior to industrialization, work practices in the Jakarta and Bekasi regions were still traditional and unstructured. The community worked based on kinship systems, mutual cooperation, and natural division of labor according to age and gender. Employment was dominated by the agricultural sector, small trade, and informal services, where work division had not yet been formally or officially regulated. Each individual worked on an irregular basis without clear functional boundaries. However, entering the period of modernization and urbanization, especially since Jakarta became the center of national government, the division of labor began to shift toward a more rational, bureaucratic, and specialized system.

Then the period of industrialization and the emergence of work specialization (1970s–1990s). The development of the national economy and the increase in industrial investment since the 1970s marked major changes in work practices in Jakarta and Bekasi. According to Dewi (2005), the practice of work division began to be formally implemented in the manufacturing industry sector, where each worker was given clear responsibilities according to expertise and position. This principle reflects the application of division of labor theory within modern management systems that emphasize specialization and work efficiency. The Bekasi region in particular developed into a major industrial area supporting Jakarta's economic activities. The work system in factories in this area adopted Western organizational patterns consisting of vertical layers such as managers, supervisors, and production workers, as well as horizontal divisions among departments such as production, administration, and logistics. Dewi's (2005) research found that the implementation of work division in the manufacturing sector was able to significantly increase employee productivity and effectiveness. Entering the era of reform and regional autonomy, work divisions in the government sector of Jakarta and Bekasi also experienced modernization.

According to Priyatna (2020), work systems in public organizations must be based on the principles of efficiency, coordination, and functional responsibility. Each position within the governmental structure is provided with a clear job description to prevent overlapping tasks and to improve the effectiveness of public services. This is in line with the findings of Hardiyanti (2017), which explain that work division within government institutions has a positive correlation with employee work effectiveness. In the context of Bekasi and Jakarta, work division in regional government agencies is carried out to adjust workload to the capacity of human resources. For example, public service units are divided into administrative, technical, and supervisory sections so that the process of public service delivery becomes faster and more accurate.

METHOD

Data collection was conducted through an online questionnaire, with respondents coming from employees in the Jakarta and Bekasi regions. The first question in the questionnaire related to the work division system, while the second question concerned work effectiveness. A total of 74 respondents completed the Google Form. This study employed a quantitative method by collecting data from primary sources through the

distribution of questionnaires. Respondents were given questionnaires to answer the prepared questions. The Work Division System (X1), as the independent variable, and Work Effectiveness, as the dependent variable, were the instruments used in this study.

RESULTS AND DISCUSSION

A. Results

Employees in the Jakarta and Bekasi regions participated in this survey as respondents. SPSS software was used to analyze the collected data. Both independent and dependent factors constituted the variables in this study. The work division system (X) served as the independent variable, while work effectiveness (Y) was the dependent variable.

1. Validity Test

The degree of validity and reliability of the questionnaire items was evaluated using this validity test. The results of the validity test indicate the following conclusions:

Table 1. Validity Test Results

Variable	Indicator	R-result	Construct Validity	Remarks
Division of Work System (X)	X1	0,390	0,300	Valid
	X2	0,375	0,300	Valid
	X3	0,348	0,300	Valid
	X4	0,310	0,300	Valid
	X5	0,306	0,300	Valid
	X6	0,413	0,300	Valid
	X7	0,391	0,300	Valid
	X8	0,383	0,300	Valid
Motivation (Y)	Y1	0,393	0,300	Valid
	Y2	0,394	0,300	Valid
	Y3	0,404	0,300	Valid
	Y4	0,388	0,300	Valid
	Y5	0,380	0,300	Valid
	Y6	0,306	0,300	Valid
	Y7	0,348	0,300	Valid
	Y8	0,343	0,300	Valid

Source: Processed Primary Data, 2025

Based on the results presented in the table above, it is found that the calculated r-values for each questionnaire item exceed the construct validity threshold of 0.300. Therefore, it can be concluded that all statements used in this study are valid.

2. Reliability Test Results

The reliability test in this study employed the Cronbach's Alpha approach, which states that a variable is considered reliable if its Cronbach's Alpha value exceeds 0.70. Ghazali (2011) asserts that a variable may still be regarded as reliable even if the Cronbach's Alpha value is 0.60. The following are the results of the reliability test in this study:

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Explanation
Work System Division (X)	0,616	Reliable
Work Effectiveness (Y)	0,560	Reliable

Source: Processed Primary Data, 2025

Based on the results presented in the table above, all variables are shown to be reliable, as their Cronbach's Alpha values exceed 0.70.

3. Coefficient of Determination (R²) Test Results

The coefficient of determination (R²) test is used to assess the extent to which the model explains the dependent variable. The value of the coefficient of determination ranges between 0 and 1. A lower R² value indicates that the independent variables have very limited ability to explain the variance of the dependent variable. Conversely, if the R² value approaches 1, the independent variables provide nearly all the information required to predict the dependent variable. The following are the results of the coefficient of determination (R²) test:

Table 3. Coefficient of Determination (R²) Test Results

Model	R	Rsquare	Adjusted R Square	Std. Error of the Estimate
1	,562a	,316	,306	2,492

Source: Processed Primary Data, 2025

Based on the data above, the work effectiveness variable can be explained by the work system division, as indicated by an R² value of 0.562. This result shows that the division of the work system (X) contributes 56.2% to work effectiveness (Y), while the remaining 43.8% is influenced by other factors not included in this study. These other factors may include work-life balance, leadership, competence, job satisfaction, and the work environment.

4. Simple Linear Regression Test Results

Simple linear regression analysis can be used to examine employee work effectiveness from the perspective of the distribution of the work system. This conclusion is derived from the results of the data analysis as follows:

Table 4. Simple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,220	3,164			,000
	Total Work System Division	,542	,094	,562	5,762	,000

Source: Processed Primary Data, 2025

Based on the table above, the regression equation describing the analysis of work effectiveness from the perspective of the work system division is as follows:

$$Y = a + bx$$

Where a represents the constant, and bX denotes the coefficient of the independent variable X .

The regression equation in Indonesian can be written as follows:

$$Y = 14,220 + 0,542 X + e$$

Based on the results of the multiple linear regression equation above, it can be interpreted as follows:

The constant value in the regression equation of 14.220 indicates that if the work system division variable (X) remains constant, then the intention to start a business (Y) has a value of 0.542.

DISCUSSION

In studies on work system division in Jakarta and Bekasi, it has been revealed that employee work effectiveness is generally strongly influenced by enthusiasm and competitiveness. These factors have a positive effect on employee performance (Alfianto et al., 2025). Therefore, effective human resource management (HRM), including employee performance and commitment, becomes an essential strategy for organizations. This enables companies to meet consumer needs and enhance customer satisfaction (Anandaputri et al., 2025). Furthermore, considering the generational shift in the workforce particularly Generation Z, which often demonstrates a higher intention to change jobs organizations need to develop a supportive work environment. Such an environment is expected to reduce stress levels and increase job satisfaction (Nami et al., 2024). The implications for future work practices in Jakarta and Bekasi indicate the need for innovative strategies that are capable of integrating work division systems with adaptive human resource management, in line with the social and cultural dynamics of the community (Tecim et al., 2024).

CONCLUSION

The influence of work system division on employee work effectiveness in the Jakarta and Bekasi regions provides several important insights into the dynamics of organizational performance amid the rapid growth of these cities. As highlighted by L. Halkiv et al. (2021) and Danowitz A. (2017), these findings emphasize the critical importance of task allocation within organizations. In general, alignment between individual talents and specific responsibilities has been shown to enhance productivity and employee engagement. Furthermore, Wiandini et al. (2012) and Noor et al. (2014) underscore the importance of role clarity, not only in improving performance but also in fostering a sense of belonging among employees. Other studies (Suyanto et al., 2017; Lipsey et al.) demonstrate a positive relationship between a well-organized work environment and job satisfaction, reinforcing the notion that effective work division can yield significant benefits for organizations.

Broader implications extend to managerial practices, where organizations in Jakarta and Bekasi are advised to adopt work division approaches that are aligned with the local context. The integration of comprehensive training programs, as suggested by Primanto et al. (2014) and Faisal et al. (2011), can help ensure that employees possess the necessary

skills to perform their roles optimally, while remaining motivated through an understanding of their contributions to organizational goals. However, limited attention has been given to how cultural differences influence work division strategies in Jakarta and Bekasi. Although the benefits of work division have been widely documented, more in-depth analysis is required to examine potential negative impacts, such as declining morale in overly mechanistic work systems (Ahmad et al., 2011; Nikmah et al., 2013).

Future research should explore these areas using mixed-method approaches to obtain both qualitative and quantitative data that reflect sociocultural dynamics and local economic conditions. Investigations into the long-term effects of work division, as well as the integration of new technologies within organizational frameworks, may offer valuable insights for future workforce optimization strategies. Researchers are encouraged to conduct longitudinal studies to track trends over time, thereby enriching the understanding of effective work distribution systems across diverse environments. This literature review provides a comprehensive foundation for subsequent research by highlighting the relationship between work division and employee effectiveness in Jakarta and Bekasi, while also encouraging managerial approaches that are aligned with local cultural values and organizational objectives.

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