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The Influence of Competence, Job Satisfaction and Work-Life Balance on Employee Productivity in Companies in Bekasi

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Abstract: This study aims to analyze the influence of competence, job satisfaction, and work-life balance on employee productivity in companies in Bekasi. The method used is a Systematic Literature Review (SLR) by integrating findings from 30 reputable scientific articles sourced from international journals indexed by Scopus, Web of Science, Elsevier, Sage, Emerald, and national journals indexed by SINTA. Literature selection was carried out using strict inclusion and exclusion criteria, with data analysis through the stages of data reduction, data presentation, and drawing conclusions strengthened by source triangulation. The results of the study indicate that: 1) Competence influences employee productivity in companies in Bekasi; 2) Job satisfaction influences employee productivity in companies in Bekasi; 3) Work-life balance influences employee productivity in companies in Bekasi.

Keyword: Employee Productivity, Competence, Job Satisfaction, Work Life Balance.

INTRODUCTION

Employee productivity is a critical indicator that determines the competitiveness and sustainability of a company amidst the increasingly intense dynamics of industrial competition (Prabaswara et al., 2025). In the context of companies in Bekasi as one of the largest industrial areas in Indonesia, employee productivity is a strategic concern considering that this area is home to thousands of manufacturing, service and logistics companies that absorb hundreds of thousands of workers (Narpati et al., 2020).

Table 1. Number of Companies, Workforce, Investment and Production Value by Regency/City in West Java Province, 2015-2017

Regency/City	Year	Number of Companies	Number of Workers	Production Value	Average Number of Workers per Company	Average Production Value
Bekasi Regency	2015	1.150	265.046	403.596.433.440	230	1.751.152.247
	2016	1.143	278.750	292.813.747.045	244	1.200.667.669
	2017	28.330	63.586	4.679.211.097	2	2.084.767.879
Bekasi City	2015	204	53.506	51.530.052.423	262	196.466.391
	2016	198	57.664	38.127.630.795	291	130.918.266
	2017	10.769	33.114	10.935.488.823	3	3.556.329.019

Source: Central Statistics Agency of West Java Province 2015-2017

Data from the West Java Provincial Statistics Agency shows that Bekasi Regency had a workforce of 265,046 in 2015, with a production value of Rp403.5 billion. However, this trend has fluctuated significantly in subsequent years. This phenomenon indicates that employee productivity in the Bekasi area has not shown consistent and sustainable growth, thus requiring in-depth scientific attention.

Employee productivity issues in Bekasi companies are inextricably linked to three main interrelated factors: competence, job satisfaction, and work-life balance. Employee competence, which encompasses knowledge, skills, work attitudes, and adaptability, is the primary foundation for producing quality work output (Kartini et al., 2025). However, in practice, many companies in Bekasi still face challenges in systematically developing employee competencies, particularly in the face of technological change and fast-paced market demands. This competency gap directly impacts the quantity, quality, timeliness, and efficiency of employee work (Salsabilla et al., 2024).

Employee job satisfaction in Bekasi companies is also a factor that cannot be ignored. The high employee turnover rate in Bekasi's industrial area indicates that many employees do not feel optimally satisfied with their jobs, whether in terms of compensation, career development, work relationships, or the quality of the work itself. This condition directly impacts productivity, as dissatisfied employees tend to exhibit low commitment, high absenteeism, and suboptimal work quality and quantity (Hendy & Syarif, 2025).

The phenomenon of work-life imbalance has become a contemporary challenge that has become increasingly relevant following the COVID-19 pandemic. Changing work patterns that demand high flexibility, coupled with the pressure of production targets in the Bekasi industrial area, create a significant risk of burnout for employees. Employees experiencing role conflict between the demands of work and personal life tend to experience decreased concentration, creativity, and work stamina, ultimately leading to low productivity (Annisa & Hastasari, 2025).

These issues necessitate a comprehensive, evidence-based study on the influence of competency, job satisfaction, and work-life balance on employee productivity in companies in Bekasi. This study addresses this need through a systematic literature review, which synthesizes findings from 30 nationally and internationally reputable scientific articles.

The research gap relates to the methodological approach. Most previous studies have used a quantitative approach to a single company, thus limiting the generalizability of the findings. Research based on a systematic literature review, which systematically synthesizes findings from multiple studies in the context of employee productivity in Bekasi companies, remains rare.

This research is highly relevant from several dimensions. Economically, the Bekasi region is one of the largest industrial centers in Southeast Asia, contributing significantly to West Java's GRDP and national GDP. Declining employee productivity in this region not only impacts company profitability but also has broad implications for regional economic growth and employment.

Based on the background of the problem, theoretical contributions, research gaps and the urgency of the research above, the formulation of the problem in this study is determined as follows: 1) Does Competence affect Employee Productivity in Bekasi Companies?; 2) Does Job Satisfaction affect Employee Productivity in Bekasi Companies?; and 3) Does Work Life Balance affect Employee Productivity in Bekasi Companies?.

METHOD

This study uses a qualitative approach with the Systematic Literature Review (SLR) method, which aims to systematically and comprehensively identify, evaluate, and synthesize various previous research findings. This approach was chosen because it can provide an in-depth understanding of the phenomenon of employee productivity through the integration of various scientific perspectives from diverse literature, resulting in stronger and more generalizable conclusions than single studies (Susanto, Arini, et al., 2024).

The data used is secondary data sourced from relevant previous scientific articles, academic books, research reports, and other scientific publications. A total of 30 scientific articles served as primary sources obtained from reputable international journals such as Scopus, Web of Science, Elsevier, Sage, and Emerald, as well as national journals indexed by SINTA, international journals Copernicus, and EBSCO. A systematic literature search was conducted using relevant keywords with the help of the Publish or Perish (PoP) application to expand and refine the search results (Boulton, M. J., & Houghton, 2021).

The literature selection process employed strict inclusion and exclusion criteria. Inclusion criteria included topic relevance to the research variables, publication in a reputable and indexed journal, and the recency of the research within a relevant timeframe. Exclusion criteria included articles not directly relevant to the topic, duplicate publications, and sources that were not scientifically verified. All selected articles were then classified and organized based on research themes, methods, and findings (Dewi, 2024).

Data analysis was conducted through three main stages. In the data reduction stage, researchers filtered information relevant to the research focus and eliminated irrelevant data. The data presentation stage was carried out by organizing information in the form of descriptive narratives and synthesis matrices to identify patterns of relationships between variables. The conclusion-drawing stage was carried out through interpretation and synthesis of findings from various literatures to produce a comprehensive conceptual model. Data validity was ensured through source triangulation techniques by comparing and confirming findings from various different literatures (Azhari et al., 2023).

RESULTS AND DISCUSSION

Results

Based on the problem formulation above, the results obtained from this literature study are as follows:

Employee Productivity

Employee productivity is the level of individual efficiency and effectiveness in producing quality work output in accordance with the targets set by the organization. This concept refers not only to the quantity of work produced but also encompasses quality, timeliness, and optimization of resources used in the work process. Employee productivity is an important indicator in assessing both individual performance and the overall success of an organization (F. Saputra, Ali, et al., 2024).

Indicators or dimensions contained in the employee productivity variable include: 1) Quantity of Work: Describes the amount of output produced by employees in a certain period according to the targets set by the organization. The higher the quantity of work, the greater the individual's contribution to achieving organizational goals; 2) Quality of Work: Shows the level of accuracy, neatness, and conformity of work results to established standards. Good work quality reflects the competence and accuracy of employees in completing tasks; 3) Punctuality: Refers to the ability of employees to complete work according to predetermined deadlines. Punctuality is important to maintain the smooth running of operational processes; 4) Work Efficiency: Describes the ability to use resources (time, energy, costs) optimally to

produce maximum output. Efficiency indicates high productivity with minimal waste (R. Saputra et al., 2023).

The employee productivity variable is relevant to previous research conducted by: (F. Saputra, Putri, et al., 2024), (Susanto, Supardi, et al., 2024), (Gultom et al., 2022).

Competence

Competence is the combination of knowledge, skills, abilities, and attitudes possessed by an individual to effectively carry out tasks or work. This concept reflects a person's capacity to meet job demands based on standards set by the organization. Competence is not only technical (hard skills) but also encompasses behavioral aspects (soft skills) such as communication, leadership, and the ability to collaborate (Ghafar et al., 2024).

Indicators or dimensions contained in the competency variable include: 1) Knowledge: Reflects the employee's level of understanding of the job, procedures, and field of work. Knowledge is the basis for decision-making and work implementation; 2) Skills: Refers to technical and practical abilities in carrying out tasks. Good skills enable employees to work more quickly and accurately; 3) Work Attitude: Demonstrates employee behavior, ethics, and commitment to the job. Positive attitudes such as discipline and responsibility greatly influence performance; 4) Adaptability: Describes the employee's ability to adapt to changes in the work environment, technology, and organizational demands (Ali et al., 2024).

The competency variables are relevant to previous research conducted by: (Susanto, Soehaditama, & Benned, 2023), (Fauzi et al., 2023), (Susanto, Setiawan, et al., 2024).

Job Satisfaction

Job satisfaction is a positive emotional state experienced by employees as a result of their evaluation of their work and work environment. This satisfaction reflects the extent to which the job meets an individual's needs, expectations, and values. High levels of job satisfaction indicate that employees feel comfortable, valued, and motivated in carrying out their duties (Susanto, Syailendra, et al., 2023).

Indicators or dimensions contained in the job satisfaction variable include: 1) Satisfaction with the Job Itself: Describes the extent to which employees enjoy the tasks they do and feel the work is interesting and meaningful; 2) Satisfaction with Compensation: Shows employee perceptions of the salary, incentives, and benefits received, whether they are fair and in accordance with contributions; 3) Satisfaction with Work Relationships: Refers to the quality of relationships with superiors and coworkers. A harmonious social environment increases work comfort; 4) Satisfaction with Career Development: Reflects the opportunities provided by the organization for development, such as training, promotions, and competency improvement (F. Saputra & Mahaputra, 2022).

The job satisfaction variable is relevant to previous research conducted by: (Putri et al., 2023), (Sudiantini & Saputra, 2022), (Susanto, Maharani, Suroso, et al., 2023).

Work Life Balance

Work-life balance is a condition in which an individual is able to balance the demands of work and personal life harmoniously. This concept reflects a person's ability to manage time, energy, and attention between their work roles and their personal roles, such as family, social, and other personal activities. This balance is essential for maintaining physical and mental health and overall well-being (F. Saputra, Ali, et al., 2024).

Indicators or dimensions contained in the work life balance variable include: 1) Time Balance: Describes an individual's ability to divide time between work and personal life proportionally; 2) Balance of Involvement: Shows the extent to which an individual can be involved in a balanced way in the role of work and personal life without sacrificing one; 3) Balance of Satisfaction: Refers to the level of satisfaction felt by an individual in both work and personal life; 4) Minimal Role Conflict: Describes the low level of conflict between the

demands of work and personal life, so that both can run harmoniously (Pradila & Fadli, 2024).

The work life balance variable is relevant to previous research conducted by: (Sawitri, 2024), (Susanto, Soehaditama, Febrian, et al., 2023), (Krisentia et al., 2022).

Previous Research

Based on the findings above and previous research, the research discussion is formulated as follows:

Table 2. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this study	Differences with this research	Hypothesis
1	(Pratama & Permatasari, 2021)	The variables of SOP Implementation and Competence have an influence on the Productivity of PT Dua Kuda Indonesia Employees	Similarities with this research on the Independent variable Competence and the Dependent variable Employee Productivity	There are research objects conducted at PT Dua Kuda Indonesia	H1
2	(Retnaningtyas & Widodo, 2022)	Organizational Culture and Job Satisfaction Variables Influence Employee Productivity at PT Jasa Marga (Persero) Tbk Jakarta	Similarities with this research on the Independent variable of Job Satisfaction and the Dependent variable of Employee Productivity	There are research objects conducted at PT Jasa Marga (Persero) Tbk Jakarta	H2
3	(Silpa et al., 2024)	Workload and Work Life Balance variables influence employee productivity at the Tasikmalaya Regency Education and Culture Office.	Similarities with this research on the Independent variable Work Life Balance and the Dependent variable Employee Productivity	There are research objects carried out at the Department of Education and Culture of Tasikmalaya Regency	H3

Discussion

Based on the background, problem formulation, research objectives and the results of previous research above, the discussion in the research which focuses on companies in Bekasi is as follows:

1. The Influence of Competence on Employee Productivity

Based on a literature review and relevant previous research, it is known that competency influences employee productivity in companies in Bekasi.

To improve or maintain employee productivity, management or company leaders must pay attention to or implement four competency indicators: 1) Knowledge: Management must facilitate knowledge transfer through ongoing technical training and knowledge sharing; 2) Skills: Leaders must ensure a match between employee technical skills and the tools or technology used (job-person fit). Honed skills enable complex tasks to be completed with high proficiency, which directly impacts operational speed; 3) Work Attitude: Management needs to build a positive, results-oriented work culture. A good work attitude ensures that knowledge and skills are used responsibly for the benefit of the organization; 4) Adaptability: Management must provide space for innovation and controlled experimentation so that employees become accustomed to adapting to new work systems or methods without experiencing a decline in performance.

If management or company leaders are able to pay attention to or implement these four competency indicators, it will impact employee productivity, including: 1) Quantity of Work: Competent employees work smarter, not just harder. With their skills, they are able to produce greater output in the same timeframe due to minimal technical barriers. 2) Work quality: High competence ensures that work results meet or even exceed company quality

standards. In-depth knowledge and meticulous work attitudes ensure that the resulting products or services have a very low error rate. 3) Punctuality: Competent employees have better task management skills. They can identify priorities and meet deadlines consistently because they don't waste time fumbling around with procedures they should already have mastered. 4) Work efficiency: Competence enables the optimization of resources. Employees are able to achieve maximum results with minimal input (time, cost, energy), which directly increases company profitability.

The results of this study align with previous research conducted by (Pratama & Permatasari, 2021), (Hasibuan et al., 2022), which states that there is an influence between competence and employee productivity.

2. The Influence of Job Satisfaction on Employee Productivity

Based on a literature review and relevant previous research, it is known that Job Satisfaction influences Employee Productivity in companies in Bekasi.

To increase or maintain employee productivity, management or company leaders must pay attention to or implement four indicators of Job Satisfaction, including: 1) Satisfaction with the Job Itself: Management needs to ensure job enrichment to prevent tasks from becoming monotonous. Leaders must provide sufficient autonomy and challenges commensurate with employee competencies, so that work is viewed as a means of self-actualization, not simply a routine burden; 2) Satisfaction with Compensation: Leaders need to ensure that incentive and benefit systems are directly linked to performance, so that employees feel financially rewarded for the extra effort they put in; 3) Satisfaction with Workplace Relationships: Management must foster a collaborative organizational climate. This involves two-way communication between superiors and subordinates and social support among coworkers; 4) Satisfaction with Career Development: Companies must have transparent career paths. Providing internal training and promotion opportunities signals to employees that the company is investing in their future, which in turn fosters loyalty and work enthusiasm.

If company management or leaders are able to pay attention to or implement the four indicators of Job Satisfaction, it will impact employee productivity, including: 1) Quantity of Work: Satisfied employees have a high level of engagement, so they are more likely to put in extra effort to achieve higher target volumes without feeling forced; 2) Quality of Work: Job satisfaction increases accuracy and a sense of ownership. Employees who take pride in their work will be more careful in their work processes, which automatically reduces the rate of product defects or analytical errors; 3) Punctuality: Job satisfaction reduces procrastination (postponing work). Satisfied employees tend to be more disciplined in time management because they are enthusiastic about completing their responsibilities on time; 4) Work Efficiency: Productivity driven by satisfaction creates psychological efficiency. Happy employees work with low stress levels, allowing them to think clearly and use resources (raw materials, time, energy) more optimally and intelligently.

The results of this study align with previous research conducted by (Setyanti et al., 2022), (Retnaningtyas & Widodo, 2022), which states that there is an influence between job satisfaction and employee productivity.

3. The Influence of Work Life Balance on Employee Productivity

Based on a literature review and relevant previous research, it is known that Work-Life Balance influences Employee Productivity in companies in Bekasi.

To improve or maintain employee productivity, management or company leaders must pay attention to or implement four indicators of Work-Life Balance, including: 1) Time Balance: Leaders must ensure a fair distribution of time between work demands and personal life. Management can implement flexible working hours policies or limit unproductive overtime to allow employees time for physical and mental recovery; 2) Balance of

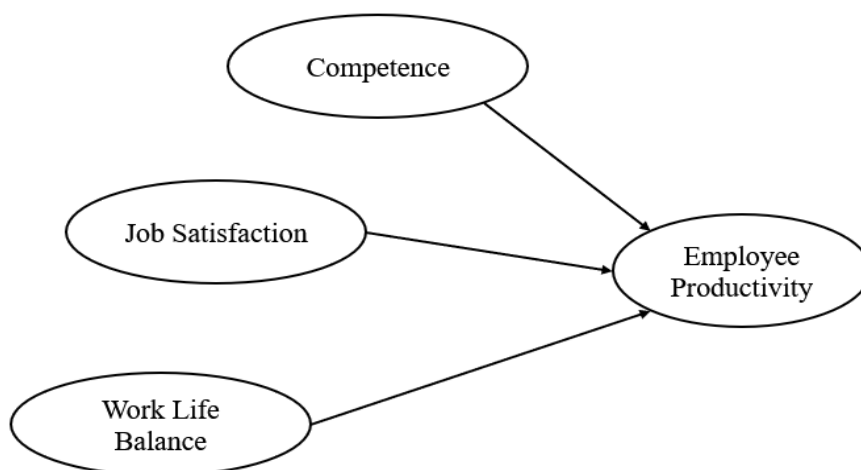
Engagement: Employees must have the capacity to fully engage in domestic (family/social) roles without work interruptions. Companies must respect boundaries, such as not requiring a quick response to work messages outside of operating hours; 3) Balance of Satisfaction: Management needs to facilitate programs that support employee well-being, such as sports facilities, counseling support, or family activities; 4) Minimizing Role Conflict: Leaders must provide clear role clarity so that employees do not feel pulled in opposite directions between family demands and company demands. Transparent communication regarding work expectations is key to reducing stress caused by role conflict.

If company management or leaders are able to pay attention to or implement the four indicators of Work-Life Balance, it will impact employee productivity, including: 1) Quantity of work: Employees with a good work-life balance have stable energy reserves. They do not experience chronic fatigue (burnout), thus being able to maintain a consistent volume of work output over the long term; 2) Quality of work: A fresh mind and unburdened by domestic issues allows employees to be more focused, creative, and detail-oriented. This directly improves the accuracy and quality of work results, especially in tasks that require critical analysis; 3) Punctuality: A healthy work-life balance reduces absenteeism and tardiness. Employees who are happy and feel personally appreciated tend to be more disciplined and highly committed to meeting company deadlines; 4) Work efficiency: A good work-life balance reduces stress levels. Employees with low stress levels have sharper cognition and faster decision-making abilities, which ultimately optimize resource utilization and operational efficiency.

The results of this study align with previous research conducted by (Silpa et al., 2024), (Gibran et al., 2024), which states that there is an influence between work life balance and employee productivity.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:



Source: Author, 2026

Figure 1. Conceptual Framework

Based on Figure 1 above, competence, job satisfaction, and work-life balance influence employee productivity. However, in addition to competence, job satisfaction, and work-life balance, there are other variables that influence employee productivity, including:

- a) Leadership Style: (Susanto, Widyastuti, Karsono, et al., 2023), (Rachman et al., 2025), (Wasserbauer & Saputra, 2024).
- b) Work Culture: (F. Saputra & Mahaputra, 2022), (Susanto, Simarmata, et al., 2024), (Ali et al., 2022).
- c) Salary: (Pradila & Fadli, 2024), (Thanan et al., 2021), (Shyreen A et al., 2022), (Rizki, 2023).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this literature review of companies in Bekasi are: 1) Competence influences employee productivity; 2) Job satisfaction influences employee productivity; 3) Work-life balance influences employee productivity.

Future research is recommended to extend this study using a quantitative approach based on direct empirical surveys of employees in companies in Bekasi. This allows the formulated hypotheses to be statistically tested using methods such as Structural Equation Modeling (SEM) or multiple regression to achieve stronger external validity.

This study has limitations that need to be transparently acknowledged. As a systematic literature review, the findings are not based on primary data collected directly from employees in companies in Bekasi. Therefore, generalizations of the results should be made with caution and require empirical confirmation through further quantitative research.

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