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**THE DESIGN OF WORK CONCERNING THE DIVISION OF TASKS: GAINING INSIGHT INTO A COMPETITIVE MINDSET**

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**ABSTRACT**

The examination of work design and global connectivity within the context of HRM planning processes constitutes a comprehensive inquiry aimed at revealing potential research pathways informed by literature reviews and qualitative methodologies to support scholarship on a worldwide scale. Relational work design highlights the significance of social interactions in the workplace, a factor that has often been neglected despite considerable evidence demonstrating that social connections are vital for employee success, satisfaction, and overall well-being. Although there has been a notable rise in teamwork and large-scale projects necessitating deep collaboration, academic focus has primarily been directed towards interactions with external entities and the interpersonal relationships among colleagues within the organization. This research seeks to rectify this neglect by demonstrating that the relationships between co-workers are a fundamental aspect of effective work design. The findings derived from the innovative HRM research model indicate that the demands of work design and global connectivity are essential components acknowledged in this study. Motivational work design pertains to the strategic method of organizing jobs and work environments to boost employee motivation and engagement. This notion underscores the necessity of developing roles that not only achieve organizational goals but also address the psychological and emotional needs of employees. By incorporating elements such as autonomy, skill variety, task significance, and feedback into job design, organizations can cultivate a more motivated workforce, resulting in enhanced performance and job satisfaction.

**KEYWORDS:** Work design; division; connectivity; task; segments.

## 1.0 INTRODUCTION

The inquiry into work design and global connectivity in the realm of human resource management (HRM) planning processes represents a thorough investigation aimed at uncovering potential avenues for research, informed by a review of existing literature and qualitative methods to enhance global academic discourse. Relational work design underscores the importance of social interactions in the workplace, a crucial factor that has frequently been overlooked, despite substantial evidence indicating that social connections are vital for employee success, satisfaction, and overall well-being. Although there has been a significant increase in teamwork and large-scale projects requiring extensive collaboration, academic attention has predominantly been focused on interactions with external stakeholders and the interpersonal relationships among colleagues within the organization. This study aims to address this deficiency by illustrating that the connections among co-workers are an essential component of effective work design.

Job design encompasses the specification of how work is performed and the particular tasks linked to a specific role. In contrast, job redesign involves altering the tasks or the methods of work execution within an established position. One approach to job design is job specialization, which entails utilizing standardized work techniques and assigning individuals to carry out repetitive, clearly defined, and simplified tasks. Job enlargement signifies the horizontal expansion of a role by incorporating similar duties and responsibilities. Job rotation increases task variety by transferring employees from one position to another. Conversely, enrichment entails the vertical expansion of a job by integrating planning and decision-making responsibilities (Rose et al., 2017; Scharp et al., 2023). The mechanistic approach to job design seeks to determine the most efficient method for organizing work, frequently by simplifying tasks to improve human resource efficiency. This method emphasizes task specialization, skill simplicity, and repetitive work in the creation of jobs. On the other hand, the motivational approach focuses on job characteristics that enhance psychological significance and motivational potential, viewing attitudinal factors as vital outcomes of job design. This approach supports job enlargement, enrichment, and the evolution of roles within sociotechnical systems. Finally, the biological approach highlights the necessity of clearly defining work outputs, setting quality and quantity standards, and examining the processes and inputs required to meet these standards. This viewpoint is advantageous for managers as it offers a holistic understanding of the tasks needed to produce high-quality products and the skills required to achieve them (Villaruel, 2021, <https://www.bulbapp.com/u/the-analysis-anddesign-of-work>).

A workplace that emphasizes health and sustainability significantly increases its attractiveness to emerging leaders. Health and climate change are among the top concerns for these younger demographics, who are increasingly making career decisions based on their personal values. Net zero buildings serve as a large-scale demonstration of this commitment, as the decision to use eco-friendly materials and efficient building systems is not only ethically responsible but also

economically beneficial. Properties that fail to prioritize design resilience risk losing value, becoming outdated, uninsurable, and less appealing to tenants. Moreover, younger employees are increasingly incorporating social consciousness into their employment choices, leading to a shift in workplace priorities. A well-designed work environment draws in talent, and in today's competitive market, sustainability features set a property apart from its competitors. Buildings can effectively reflect a company's values and identity, acting as a concrete representation of its ethos. The physical space conveys a powerful message to clients, collaborators, and employees alike, as individuals seek to connect with organizations that align with their values and embrace innovative ideas. They favour environments that take a holistic approach to health, safety, and wellness, positively impacting the wider physical environment (Cohen and Hoskins, 2024, <https://www.gensler.com/blog/well-designed-workplace-is-a-competitive-advantage>)

The strategies for work design have experienced notable expansion in recent years. However, there is still a limited comprehension of how employees integrate play into the proactive organization of their work responsibilities. The work design introduces a conceptual framework for work design (WD) and validates its measurement. WD is defined as a two-dimensional proactive cognitive-behavioral approach that encompasses both cognitive and behavioral restructuring of work activities in a playful manner (emphasizing enjoyment) and a competitive manner (fostering rivalry). In conclusion, play is a fundamental aspect of our lives, including in the workplace, which opens up numerous opportunities for future research on the role of play in work-related activities (Scharp et al., 2023). Business analytics pertains to the systematic application of data analysis and statistical techniques to guide decision-making within organizations regarding the job design process. This domain includes a wide range of tools and methodologies that empower businesses to analyse intricate data sets, identify trends, and extract actionable insights. Conversely, relational work design underscores the importance of social interactions in the workplace, an aspect that has frequently been overlooked despite substantial evidence indicating that social relationships are crucial for employee performance, satisfaction, and overall well-being. Although there has been a significant increase in collaborative efforts and large-scale projects requiring teamwork, academic research has predominantly concentrated on external stakeholder interactions, rather than the interpersonal dynamics among colleagues within the organization (Nurmi & Hinds, 2020).

This research seeks to address this gap by emphasizing the importance of interpersonal relationships among colleagues as a fundamental component of effective work design. The study aims to correct this oversight by demonstrating that the relationships between co-workers are essential for fostering efficient work environments. How have the strategies for work design undergone significant growth in recent years? Nevertheless, there remains a deficiency in the comprehensive understanding of how employees incorporate play into the proactive organization of their work duties. How does the work design approach entail the establishment of a conceptual framework for work design and the validation of its measurement?

## **2.0 LITERATURE REVIEW**

The connection between work design requirements and international connectivity is analyzed through the perspective of organizational theory. This study aims to address a notable gap by emphasizing the significance of interpersonal relationships among coworkers as a core component

of effective work design. Insights obtained from an innovative human resource management research framework suggest that both the challenges linked to work design and the needs for global connectivity are vital elements recognized in this research. The investigation of work design and global connectivity within the context of human resource management (HRM) planning processes constitutes a comprehensive exploration intended to reveal potential research pathways, drawing on insights from a review of existing literature and qualitative methodologies to enhance global academic discourse. Relational work design underscores the significance of social interactions in the workplace, a fact that has often been neglected, despite considerable evidence demonstrating that social ties are essential for employee performance, satisfaction, and overall well-being (Kane & Stanton, n.d.).

Despite the significant increase in teamwork and large-scale projects that require extensive collaboration, academic attention has predominantly been directed towards interactions with external stakeholders and the interpersonal relationships among colleagues within organizations. This study aims to address this oversight by illustrating that the connections among coworkers are a crucial component of effective work design. Considering the various connectivity requirements emphasized in existing literature, we opted to base our analysis on the principles of grounded theory. This methodology was designed to avoid the imposition of pre-established connectivity categories and to encourage the emergence of novel ones. In the open-coding phase, we identified twenty-one unique codes, which we subsequently categorized into broader themes. These themes included frequent communication—covering both task-related and relational interactions via email, telephone, chat, and virtual meeting platforms during regular business hours—after-hours connectivity, characterized by flexible working hours, participation in online meetings outside standard hours, and the use of email, chat, and telephone early in the morning, late in the evening, and on weekends. Furthermore, we incorporated site visits, which included codes related to traveling to meet remote colleagues at their offices, engaging in face-to-face collaboration during these visits, and nurturing relationships through in-person interactions (Nurmi & Hinds, 2020).

The process of designing competition entails employees actively participating in their responsibilities with a competitive mindset, characterized by the setting of objectives and frameworks that encourage diligence, challenge, and rivalry in their tasks. This notion is grounded in the current literature that examines how individuals cognitively and behaviorally adjust their actions to derive pleasure from stretching their limits. During the design of competition, employees utilize a range of playful tactics, such as competitive framing, self-initiated competition, and the segmentation of tasks (Scharp et al., 2023).

### **3.0 METHODS**

The inquiry into work design and global connectivity in the realm of human resource management (HRM) planning processes represents a thorough investigation aimed at uncovering potential avenues for research. This analysis employs insights gained from a review of existing literature and qualitative methods to contribute to the global academic dialogue. Relational work design highlights the importance of social interactions in the workplace, an area that has frequently been overlooked, despite substantial evidence indicating that social connections are crucial for enhancing employee performance, satisfaction, and overall wellbeing. Although there has been a significant

increase in teamwork and large-scale projects requiring extensive collaboration, academic attention has predominantly been focused on interactions with external stakeholders and the interpersonal relationships among colleagues within organizations. This study aims to address this deficiency by illustrating that the connections among co-workers are a fundamental component of effective work design (Rose et al., 2017; Scharp et al., 2023).

This study employs a qualitative framework, utilizing qualitative methodologies to explore significant themes within the NVivo context. It highlights the analysis of extensive datasets and evaluates how managers can improve their decision-making strategies in essential business operations. Business analytics is defined as the systematic examination of data and the use of statistical methods to inform organizational decision-making. This domain encompasses a range of methodologies and tools aimed at interpreting complex data sets, identifying trends, and generating actionable insights. By harnessing business analytics, organizations can enhance operational efficiency, optimize resource utilization, and promote strategic growth. Understanding the factors that influence decision-making is crucial for comprehending the overall decision-making process. These factors include a variety of activities and considerations that have a substantial effect on the final results. The aim of this research is to elucidate the tangible outcomes that arise from the decision-making to job design process, with a specific emphasis on the conclusions drawn from these discussions. Furthermore, the study seeks to uncover potential themes that could lead to future research (Janssen et al., 2022). This research adopts a qualitative framework, employing qualitative methodologies to investigate significant themes within the NVivo context. It emphasizes the examination of large datasets and assesses how managers can enhance their decision-making strategies in critical business operations. Business analytics refers to the systematic analysis of data and the application of statistical methods to guide organizational decision-making. This field includes a variety of methodologies and tools designed to interpret intricate data sets, recognize trends, and derive actionable insights. By leveraging business analytics, organizations can improve operational efficiency, optimize the use of resources, and foster strategic growth. Grasping the elements that affect decision-making is essential for understanding the overall decision-making process. These elements consist of a range of activities and considerations that significantly impact the final outcomes. The objective of this study is to clarify the concrete results that emerge from the decision-making to the job design process, with a particular focus on the conclusions reached through these discussions. Additionally, the research aims to identify potential themes that may pave the way for future studies (Janssen et al., 2022).

#### **4.0 RESULT AND DISCUSSION**

The exploration of work design and global connectivity within the context of human resource management (HRM) planning processes constitutes a comprehensive examination aimed at revealing potential research opportunities. This investigation utilizes insights derived from a review of existing literature and qualitative methods to enrich the global academic discourse. Relational work design underscores the significance of social interactions in the workplace, a facet that has often been neglected, despite considerable evidence suggesting that social ties are vital for improving employee performance, satisfaction, and overall well-being. While there has been a notable rise in teamwork and large-scale initiatives necessitating extensive collaboration, scholarly focus has largely been concentrated on interactions with external stakeholders and the interpersonal

dynamics among colleagues within organizations. This study seeks to rectify this gap by demonstrating that co-worker relationships are an essential element of effective work design. The inquiry into work design and global connectivity within the framework of human resource management (HRM) planning processes represents a thorough investigation aimed at uncovering potential avenues for research. This study leverages insights from a review of existing literature and qualitative methodologies to contribute to the global academic dialogue. Relational work design highlights the importance of social interactions in the workplace, a dimension that has frequently been overlooked, despite substantial evidence indicating that social connections are crucial for enhancing employee performance, satisfaction, and overall well-being. Although there has been a significant increase in teamwork and large-scale projects requiring extensive collaboration, academic attention has predominantly been directed towards interactions with external stakeholders and the interpersonal relationships among colleagues within organizations. This research endeavors to address this deficiency by illustrating that coworker relationships are a fundamental component of effective work design. The inquiry into work design and global connectivity within the framework of human resource management (HRM) planning processes represents a thorough investigation aimed at uncovering potential avenues for research. This study leverages insights from a review of existing literature and qualitative methodologies to contribute to the global academic dialogue. Relational work design highlights the importance of social interactions in the workplace, a dimension that has frequently been overlooked, despite substantial evidence indicating that social connections are crucial for enhancing employee performance, satisfaction, and overall well-being. Although there has been a significant increase in teamwork and large-scale projects requiring extensive collaboration, academic attention has predominantly been directed towards interactions with external stakeholders and the interpersonal relationships among colleagues within organizations. This research endeavors to address this deficiency by illustrating that coworker relationships are a fundamental component of effective work design (Bangwal et al., 2017; Sadick & Kamardeen, 2020). A thorough understanding of decision-making processes is essential for elucidating the underlying mechanisms that shape how decisions are made and executed. A profound comprehension of these critical factors is necessary for conducting a meticulous analysis of the decision-making framework to improve work design (Scharp et al., 2023). This research focuses on the definitive outcomes generated by the decision-making process, particularly emphasizing the results that stem from these decisions. Furthermore, it seeks to identify emerging trends that may facilitate future research endeavours.

The business data analytics program acts as a cornerstone for strengthening fundamental principles and exploring potential influencing factors stemming from job design for forthcoming research. This initiative not only fosters informed decision-making but also stimulates the creation of innovative business models, thereby bolstering the sustainability of current business frameworks. The program underscores a strategy that emphasizes task specialization, simplicity of skills, and repetitive tasks in the formation of jobs (Kane & Stanton, n.d.). In contrast, the motivational approach focuses on job attributes that enhance psychological significance and motivational capacity, recognizing the critical role of attitudinal factors as essential outcomes of job design. This viewpoint promotes job enlargement, enrichment, and the transformation of roles within sociotechnical systems. Additionally, emerging themes for future research in management science are outlined in Table 1 below (Carville & Shaw, 2016; van der Voet & Steijn, 2021).

The enhancement of core principles and the investigation of potential factors for future research are fundamentally important. A comprehensive understanding of decision-making processes is crucial for clarifying the underlying mechanisms that dictate how decisions are formulated and implemented. A deep understanding of these essential factors is vital for performing a detailed analysis of the decision-making framework to enhance work design (Scharp et al., 2023).

This research focuses on the conclusive results generated by the decision-making process, particularly emphasizing the outcomes that stem from these decisions. Furthermore, it seeks to identify emerging trends that may facilitate future research endeavors. The exploration of work design and global connectivity within the context of human resource management (HRM) planning processes constitutes a comprehensive investigation aimed at revealing potential research pathways. This study utilizes insights derived from a review of existing literature and qualitative methods to enhance the global academic discourse. Relational work design underscores the significance of social interactions in the workplace, a facet that has often been neglected, despite considerable evidence suggesting that social ties are vital for improving employee performance, satisfaction, and overall well-being. Despite a notable rise in teamwork and large-scale projects necessitating extensive collaboration, scholarly focus has largely been directed towards interactions with external stakeholders and the interpersonal dynamics among colleagues within organizations. This research aims to rectify this gap by demonstrating that coworker relationships are an essential element of effective work design. The business data analytics program acts as a foundational component for reinforcing core principles and investigating potential influencing factors related to job design for future research. This initiative not only fosters informed decision-making but also stimulates the creation of innovative business models, thereby enhancing the sustainability of existing business frameworks.

**Table 1.** The enhancement of core principles and the exploration of potential components for forthcoming research are fundamentally

No.	The Key-words	The Possible enhancements to the premise
1	Job_work_design	Job work design pertains to the methodical arrangement of tasks, responsibilities, and workflows associated with a job, aimed at improving efficiency and employee satisfaction. This process includes a thorough examination of the different elements of a job to guarantee their alignment with organizational objectives, while also taking into account the needs and abilities of the workforce. Through the optimization of job roles, organizations can enhance productivity, cultivate a supportive work atmosphere, and ultimately realize superior results.
2	Agile_work	Agile work pertains to the implementation of Agile methodology in the development of support processes within organizations, with the objective of promoting global connectivity.

3	Collaborative_work_design	Collaborative work design pertains to the strategic methodology of organizing work processes and environments to promote teamwork and cooperation among individuals. This notion underscores the significance of establishing systems that enable communication, shared objectives, and collective problem-solving, which ultimately contribute to enhanced productivity and innovation within organizations. By cultivating a collaborative atmosphere, organizations can harness diverse perspectives and skills, leading to more effective results and a heightened sense of community among team members.
4	Digital_orientation	Digital orientation pertains to the process of acclimating individuals to the digital environment, which includes a range of technologies, platforms, and tools. Its objective is to provide users with the essential skills and knowledge required to effectively navigate and utilize digital resources. In the contemporary technology-driven landscape, this orientation is crucial, as it fosters digital literacy and enables individuals to interact with digital content with confidence.
5	Focus_team_level	The focus is directed towards the team level, highlighting its significance in achieving success in competitive environments that respond to global workplace demands.
6	Global_connectivity	Global connectivity denotes the interrelation of individuals, enterprises, and countries worldwide, made possible by technological and communicative advancements. This occurrence allows for the effortless transfer of information, products, and services, promoting cooperation and engagement on a global level. Consequently, it is instrumental in influencing economic expansion, cultural interchange, and social progress, thereby aiding in the creation of a more unified and interdependent global community.
7	Demand_global_workers	The demand for workers on a global scale has been increasing significantly. In the digital age, major corporations worldwide are seeking a greater number of employees who are proficient in the latest technologies.
8	Develop_interpersonal_relationship	Fostering interpersonal relationships and cultivating connections among new employees is essential for

		enabling them to engage with prominent managers globally. This approach encourages networking and collaboration through a unified digital platform, facilitating meaningful interactions and professional growth.
9	Enacting_connectivity	Establishing connectivity among managers across firms and at a global industry level is essential for fostering effective global interactions that can provide a competitive edge.
10	Inherent_global_work	The concept of inherent global work refers to the fundamental tasks and responsibilities that are universally applicable across various contexts and cultures. This notion emphasizes the essential nature of certain activities that transcend geographical and societal boundaries, highlighting the interconnectedness of global efforts in addressing common challenges and fostering collaboration.
11	Motivational_work_design	Motivational work design pertains to the strategic methodology of organizing jobs and work settings to boost employee motivation and engagement. This notion highlights the significance of developing roles that not only achieve organizational goals but also address the psychological and emotional requirements of employees. By incorporating factors like autonomy, skill variety, task significance, and feedback into job design, organizations can cultivate a more motivated workforce, which in turn results in enhanced performance and job satisfaction.
12	Multiple_dimensions	The concept of work design incorporates a variety of dimensions that are applicable across numerous industries on a global scale. These dimensions of work design are closely related to several aspects of human resource management.

Job design pertains to the process of delineating how work is executed and the specific duties associated with a particular position, whereas job redesign concentrates on modifying the tasks or methods linked to an existing role (Bangwal et al., 2017; Conway et al., 2023). One method of job design is job specialization, which employs standardized techniques and assigns workers to perform repetitive, well-defined, and simplified tasks. Job enlargement broadens a role horizontally by adding extra similar duties and responsibilities, while job rotation enhances task variety by shifting employees among different positions (Tumi et al., 2022). Job enrichment, on the other hand, vertically improves a role by incorporating responsibilities related to planning and decision-making. The mechanistic approach to job design aims to identify the most efficient organization of work,

frequently by simplifying tasks to boost the efficiency of human resources. This strategy prioritizes task specialization, skill simplicity, and repetitive work in job creation (Döbler et al., 2022; Tumi et al., 2022). Conversely, the motivational approach emphasizes job characteristics that enhance psychological significance and motivational potential, acknowledging attitudinal factors as crucial outcomes of job design. This viewpoint advocates for job enlargement, enrichment, and the evolution of roles within sociotechnical systems. Lastly, the biological approach underscores the importance of clearly defining work outputs, establishing standards for quality and quantity, and examining the processes and inputs necessary to meet these standards. This perspective is beneficial for managers as it provides a comprehensive understanding of the tasks essential for producing high-quality products and the skills required to accomplish them (Tumi et al., 2022).

The relationship between the requirements of work design and international connectivity is analyzed through the perspective of organizational theory. This research seeks to fill a significant void by emphasizing the importance of interpersonal relationships among coworkers as a key component of effective work design. Findings derived from the pioneering HRM research framework indicate that both the requirements of work design and the necessity for global connectivity are essential elements acknowledged in this examination. This research utilizes a qualitative framework, employing qualitative methodologies to investigate important themes within the NVivo context. It emphasizes the analysis of large datasets and assesses how managers can enhance their decision-making strategies in critical business operations. Business analytics is characterized as the systematic analysis of data and the application of statistical methods to guide organizational decision-making. This field includes a variety of methodologies and tools designed to interpret complex data sets, identify trends, and produce actionable insights. By leveraging business analytics, organizations can improve operational efficiency, optimize resource use, and foster strategic growth. Grasping the factors that affect decision-making is essential for understanding the overall decision-making process. These factors encompass a range of activities and considerations that significantly impact the final outcomes. The objective of this study is to clarify the concrete results that emerge from the decision-making to job design process, with a particular focus on the insights derived from these discussions. Additionally, the research aims to identify potential themes that may pave the way for future studies. This study adopts a qualitative framework, utilizing qualitative methodologies to explore significant themes within the NVivo context.

## **5.0 CONCLUSIONS**

Job work design pertains to the methodical arrangement of tasks, responsibilities, and workflows associated with a job, aimed at improving efficiency and employee satisfaction. This procedure entails a thorough examination of the various elements of a job to guarantee their alignment with organizational objectives, while also taking into account the needs and abilities of the workforce. By refining job roles, organizations can boost productivity, cultivate a supportive work atmosphere, and ultimately attain superior results. Agile work encompasses the implementation of Agile methodology in the development of support processes within organizations, with the intention of enhancing global connectivity. Collaborative work design signifies the strategic method of organizing work processes and environments to promote teamwork and cooperation among individuals. This notion underscores the significance of establishing systems that encourage

communication, shared objectives, and collective problem-solving, which ultimately improve productivity and innovation within organizations. By fostering a collaborative environment, organizations can harness diverse perspectives and skills, leading to more effective results and a stronger sense of community among team members. Job work design involves the systematic structuring of tasks, responsibilities, and workflows associated with a job, with the objective of enhancing efficiency and employee satisfaction. This process requires a detailed analysis of the various components of a job to ensure their alignment with organizational goals, while also considering the needs and capabilities of the workforce. By optimizing job roles, organizations can enhance productivity, create a supportive work environment, and ultimately achieve improved outcomes. Agile work refers to the application of Agile methodology in the establishment of support processes within organizations, aiming to enhance global connectivity. Collaborative work design denotes the strategic approach of organizing work processes and environments to encourage teamwork and cooperation among individuals. This concept emphasizes the importance of developing systems that facilitate communication, shared goals, and collective problem-solving, which ultimately boost productivity and innovation within organizations. By nurturing a collaborative atmosphere, organizations can leverage diverse perspectives and skills, resulting in more effective outcomes and a stronger sense of community among team members. The investigation into work design and global connectivity concerning human resource management (HRM) planning processes constitutes a comprehensive study aimed at revealing potential research pathways. This research utilizes insights derived from a review of existing literature and qualitative methodologies to enrich the global academic discourse. Relational work design underscores the significance of social interactions within the workplace, an aspect that has often been neglected, despite considerable evidence suggesting that social ties are vital for improving employee performance, satisfaction, and overall well-being. Despite a notable rise in teamwork and large-scale initiatives necessitating extensive collaboration, scholarly focus has largely been directed towards interactions with external stakeholders and the interpersonal dynamics among colleagues within organizations. This research seeks to rectify this gap by demonstrating that co-workers relationships are a crucial element of effective work design. A comprehensive understanding of decision-making processes is vital for clarifying the mechanisms that influence how decisions are formulated and implemented. Acquiring knowledge about these essential factors is imperative for performing a thorough analysis of the decision-making framework. This study highlights the definitive outcomes produced by the decision-making process, particularly the results that arise from these decisions, while also aiming to pinpoint emerging trends that may support future research initiatives.

Job design refers to the process of defining how tasks are carried out and the specific responsibilities associated with a given role, whereas job redesign pertains to altering the tasks or methods related to an existing position. One approach to job design is job specialization, which utilizes standardized procedures and assigns employees to carry out repetitive, clearly defined, and simplified tasks. Job enlargement expands a position horizontally by incorporating similar duties and responsibilities, while job rotation increases task variety by moving employees between different roles. On the other hand, job enrichment enhances a position vertically by adding responsibilities associated with planning and decision-making. The mechanistic approach to job design focuses on identifying the most efficient organization of work, often by simplifying tasks to

improve human resource efficiency. This method emphasizes task specialization, simplicity of skills, and repetitive work in the creation of jobs. In contrast, the motivational approach highlights job characteristics that increase psychological significance and motivational potential, recognizing that attitudinal factors are vital outcomes of job design. This viewpoint supports job enlargement, enrichment, and the development of roles within sociotechnical systems. Finally, the biological approach stresses the necessity of clearly defining work outputs, setting quality and quantity standards, and analyzing the processes and inputs required to achieve these benchmarks. This perspective is advantageous for managers as it offers a thorough understanding of the tasks needed to produce high-quality products and the skills necessary to execute them. The connection between the demands of work design and international connectivity is examined through the lens of organizational theory. This study aims to address a significant gap by highlighting the importance of interpersonal relationships among colleagues as a crucial element of effective work design. Insights obtained from a novel human resource framework.

The connection between the demands of work design and international connectivity is examined within the context of organizational theory. This study aims to address a notable gap by highlighting the significance of interpersonal relationships among colleagues as a crucial aspect of effective work design. Insights obtained from an innovative human resource management research model suggest that both the requirements linked to work design and the need for global connectivity are vital components recognized in this analysis.

The approaches to work design have seen significant growth in recent years. Nevertheless, there remains a limited understanding of how employees incorporate play into the proactive organization of their work duties. The concept of work design presents a theoretical framework for work design (WD) and affirms its measurement. WD is characterized as a two-dimensional proactive cognitive-behavioural strategy that includes both cognitive and behavioural reconfiguration of work tasks in a playful manner (highlighting enjoyment) and a competitive manner (encouraging rivalry). In summary, play is an essential component of our existence, including in professional settings, which paves the way for numerous avenues of future research regarding the influence of play on work-related activities (Scharp et al., 2023). Business analytics involves the systematic use of data analysis and statistical methods to inform decision-making within organizations concerning the job design process. This field encompasses a diverse array of tools and techniques that enable businesses to scrutinize complex data sets, recognize patterns, and derive actionable insights. On the other hand, relational work design emphasizes the significance of social interactions in the workplace, a facet that has often been neglected despite considerable evidence suggesting that social connections are vital for employee performance, satisfaction, and overall well-being. Although there has been a notable rise in collaborative initiatives and large-scale projects necessitating teamwork, scholarly research has largely focused on interactions with external stakeholders, rather than the interpersonal relationships among colleagues within the organization.

This study employs a qualitative framework, utilizing qualitative methodologies to explore significant themes within the NVivo context. It highlights the analysis of extensive datasets and evaluates how managers can improve their decision-making strategies in essential business operations. Business analytics is defined as the systematic examination of data and the use of

statistical methods to inform organizational decision-making. This domain encompasses a range of methodologies and tools aimed at interpreting complex data sets, identifying trends, and generating actionable insights. By harnessing business analytics, organizations can enhance operational efficiency, optimize resource utilization, and promote strategic growth. Understanding the factors that influence decision-making is crucial for comprehending the overall decision-making process. These factors include a variety of activities and considerations that have a substantial effect on the final results. The aim of this research is to elucidate the tangible outcomes that arise from the decision-making to job design process, with a specific emphasis on the conclusions drawn from these discussions. Furthermore, the study seeks to uncover potential themes that could lead to future research. This study utilizes a qualitative framework, applying qualitative methodologies to explore key themes within the NVivo environment. It focuses on the analysis of extensive datasets and evaluates how managers can improve their decision-making strategies in essential business functions. Business analytics is defined as the systematic examination of data and the use of statistical techniques to inform organizational decision-making. This discipline encompasses a range of methodologies and tools aimed at interpreting complex data sets, identifying trends, and generating actionable insights. Through the use of business analytics, organizations can enhance operational efficiency, maximize resource utilization, and promote strategic development.

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