



JOB CHARACTERISTICS BASED WORK REDESIGN AND ITS INFLUENCE ON TEAM PERFORMANCE THROUGH COORDINATION AND COLLABORATION

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Abstract

This conceptual study examines how job redesign based on individual job characteristics relates to team performance improvement through coordination, collaboration, and shared goal achievement. Findings reveal that interdependence level moderates this relationship, with high interdependence requiring simultaneous redesign approaches. Skill variety enhances team flexibility but needs deep specialization balance. Strong task identity at individual level can hinder collective identity, requiring redefinition at team level. Task significance motivates individual contribution yet collective significance matters more for collaboration. Individual autonomy often disrupts coordination, making team autonomy preferable. Individual feedback requires balance with team feedback to prevent destructive competition. Team cohesion and trust moderate redesign effectiveness, with cohesive teams tolerating higher variety and autonomy. Participative team leadership proves essential for translating redesign into collective performance. Continuous learning through regular reflection enables teams to adjust work design as environments change. Managers must map interdependence before redesigning team work and shift focus from individual to team level autonomy.

Kata Kunci: job redesign, team performance, coordination, collaboration, shared goals

Introduction

Modern organizations face the demand to continuously improve team productivity amidst increasing work complexity. Teams have become the fundamental unit for completing strategic tasks because complex problems can rarely be solved by individuals alone. The success of a team in achieving shared targets depends heavily on how work is designed and managed. Poor job design can lead to boredom, stress, and internal conflicts that undermine collaboration (Cramton et al., 2015). Conversely, well-designed work is capable of evoking intrinsic motivation among team members to contribute maximally. Various approaches have been developed to improve job design, ranging from task rotation to job enrichment. However, these approaches often focus at the individual level without considering how changes in one job affect the collective dynamics of the team. A job enriched for one member can create workload imbalances if not accompanied by adjustments to the jobs of other members (Knight & Klonek, 2025). The gap between individual job design and team performance is an area requiring more serious attention from practitioners and academics alike. Understanding this relationship is crucial in an era where cross-functional teamwork is increasingly dominant, particularly in anticipating and reducing the potential for structural conflicts of interest, similar to regulatory friction that often occurs in the governance of public organizations or large-scale corporations (Rahayu et al., 2024).

The Job Characteristics Model developed by Hackman and Oldham offers a framework for designing motivating jobs through five core dimensions (Boonzaier et al., 2001). These five dimensions are skill variety, task identity, task significance, autonomy, and feedback. Jobs with high skill variety demand the use of various abilities possessed by the worker. Clear task identity allows workers to see the whole result of their efforts, not just small, meaningless pieces. Task significance provides awareness that the work being done impacts the lives of others or the organization broadly. Autonomy gives workers the freedom to determine the methods and schedules for carrying out tasks. Adequate feedback allows workers to know how well they are performing their jobs. These five dimensions work through three psychological states: experienced meaningfulness, experienced responsibility, and knowledge of results. When these three psychological states are fulfilled, workers will experience high internal

motivation, job satisfaction, and better performance. However, this model is criticized for focusing too much on individual jobs and ignoring the collective aspects of work within teams. A team consisting of individuals with highly motivating jobs will not necessarily produce good team performance if coordination among members is poor. This condition confirms that individual characteristics must be embedded into a normative social mechanism to transform personal motivation into solid social cohesion within a group (Sulistyo & Hartanto, 2023).

Team performance is a construct distinct from the aggregation of individual team member performance. A team can have members with extraordinary individual performance but fail to achieve shared targets due to a lack of coordination. Conversely, a team with average members can produce superior performance if collaboration runs smoothly (Wang, 2023). Team performance includes three main components: output, consisting of the quantity and quality of work results; process, which includes coordination and communication; and affective conditions, such as satisfaction and cohesion. Team output is measured by how well the team reaches set targets, both quantitative and qualitative. Team process includes how members share information, coordinate actions, resolve conflicts, and support one another. Affective conditions reflect how satisfied members are with the experience of working in the team and how strong the emotional bonds are between them. These three components influence each other in a complex cycle. Teams with good coordination processes tend to produce better outputs, which in turn increases member satisfaction. High satisfaction makes members more willing to contribute to the team process in the future. Job design that enriches individual job characteristics can influence all three components of team performance through various mechanisms that need to be understood systematically (Morgeson & Humphrey, 2008). Therefore, team effectiveness is largely determined by management's ability to mitigate the factors causing conflict and to apply appropriate resolution strategies to maintain work harmony (Al-Hakim & Irfan, 2024).

Coordination within a team is strongly influenced by how work is designed at the individual level. Jobs with high autonomy provide individuals with the freedom to determine their own work methods (Berntzen & Wong, 2019). However, this freedom can backfire if every team member works in their own way without shared guidelines.

Coordination becomes difficult because there is no predictability regarding what other members will do. Conversely, jobs with low autonomy might facilitate coordination due to standard procedures that everyone must follow. However, low autonomy can stifle the initiative and creativity needed to solve complex problems. The ideal job design for coordination is one that provides autonomy within agreed-upon boundaries. Team members are free to determine their own work methods as long as they remain aligned with established coordination protocols. Feedback in individual jobs also influences team coordination. Members who receive clear feedback about their performance will be more capable of adjusting their behavior to align with the team's needs (Wagner, 2023). Ambiguous or delayed feedback causes members to keep making the same mistakes without realizing that their behavior is hindering coordination. High skill variety in individual jobs can either help or hinder coordination depending on the complementarity of skills among members. The interdependence of these dimensions becomes highly vital, especially in the acceleration of modern platform-based teams that demand high adaptation speeds and the determination of specific strategies to optimize group work dynamics (Mardikaningsih et al., 2020).

Team collaboration requires the willingness of members to share information, resources, and credit for successes. Job designs that overly emphasize individual accountability can hinder collaboration because members become reluctant to share credit. If performance appraisal systems only measure individual output, team members will tend to hide information that could help coworkers (Caniëls et al., 2019). They will focus on their own tasks and ignore the overall needs of the team. Conversely, jobs with strong task identity can encourage collaboration if that task identity is defined at the team level. Team members feel that they are collectively creating a whole result, rather than just working on separate, fragmented pieces. Task significance perceived at the team level makes members more motivated to collaborate because they see the collective impact of their work. Team autonomy the collective freedom of the team to determine work methods has proven to be more powerful in driving collaboration than individual autonomy. When the team as a unit is empowered to manage its work processes, members feel a shared responsibility that fosters collaborative behavior. Feedback at the team

level, such as overall team performance scores, is also more effective in driving collaboration than individual feedback. Team members will strive to assist colleagues who are struggling because team success becomes a shared goal. In the context of leadership, this alignment requires an adaptive situational approach from a leader to be able to direct this collective autonomy toward improved change management and optimal team performance (Mardikaningsih & Darmawan, 2022).

Achieving shared targets is the ultimate measure of team effectiveness, which is influenced by job design through various pathways. The first pathway is individual motivation, where jobs rich in characteristics evoke members' intrinsic motivation to work hard. However, individual motivation alone is insufficient if it is not directed toward shared goals. Members who are highly motivated but have different understandings of team priorities may work hard in different directions. Consequently, the team's collective effort becomes unfocused, and shared targets are not met. The second pathway is coordination, where job design influences the ease with which team members align their actions. Good coordination ensures that individual efforts complement rather than cancel each other out. The third pathway is collaboration, where job design influences members' willingness to share resources and information. Good collaboration enables the team to utilize collective knowledge that exceeds the sum of individual knowledge. The fourth pathway is learning, where job design influences how quickly a team can learn from experience and adjust its strategy. Teams that can learn faster will be more superior in achieving long-term targets. Effective job redesign to improve team performance must consider all four pathways simultaneously, rather than focusing only on individual motivation as has been the practice. Concrete implementation to bridge these four pathways can be realized through the design and application of structured cross-functional training to strengthen interactions between work lines (Fared & Darmawan, 2021).

The primary problem in applying the Job Characteristics Model within team environments is the assumption that jobs can be designed independently of one another. The original model assumes that every job stands alone and can be analyzed and enriched without affecting other jobs. This assumption is valid for jobs that are truly independent, such as sales personnel working in separate territories. However, in

interdependent teams, changes to one job will impact others. Enriching one member's job by providing more autonomy may reduce the autonomy of other members whose work depends on the first member's decisions. Increasing a member's skill variety by adding new tasks means other members lose those tasks if they were previously part of their jobs. Providing clearer feedback to one member may make other related members feel jealous or undervalued. This interdependence problem causes job redesign interventions that are successful at the individual level to often fail when applied at the team level. Managers need to adopt a systemic approach that views jobs within a team as a single, interconnected unit. This approach requires analysis not only of each job's characteristics but also of the dependency patterns between jobs. Without an understanding of interdependence, job redesign can worsen team performance even though the goal is to improve it. This systemic approach is crucial as a form of human resource management innovation to maintain and boost organizational competitiveness in an era of globalization rife with disruptive change (Abdullah et al., 2021).

Another issue lies in the gap between the psychological states generated by individual job design and the collective behavior required for team performance. A team member who experiences high meaningfulness from their work might be too focused on their own task, thereby ignoring coordination needs. High responsibility for an individual job can make members reluctant to delegate or receive help because they feel the work is their own. Knowledge of good individual work results can create a sense of satisfaction that leads members to stop trying to improve their contribution to the team. Psychological conditions that are positive for individual performance do not automatically produce positive behaviors for team performance (Budescu & Maciejovsky, 2016). Additional, collective-oriented psychological conditions are needed, such as shared responsibility and a strong team identity. Unfortunately, the Job Characteristics Model does not provide a framework for these collective psychological states. Practitioners often ignore this gap and assume that enriching individual jobs will automatically improve team performance. This flawed assumption leads to large investments in individual job redesign that do not provide the expected results on team performance. In some cases, team performance actually decreases as members become more

individualistic. Integration between job design theory and team dynamics theory is needed to address this gap. Such theoretical integration must touch upon the strengthening of knowledge management aspects as well as the improvement of the quality of work life, which empirically have been proven to foster employees' affective commitment to the organization's collective goals (Eddine et al., 2023).

Many organizations have adopted team approaches but still use job design principles intended for individual work (Wageman, 2014). Consequently, the potential for team synergy is never fully realized. This literature review is important because it provides a conceptual framework that links individual job characteristics with collective team performance. Managers and human resource practitioners require guidance on how to redesign jobs within teams without causing coordination dysfunction (Wagner, 2023). Academics studying organizational behavior also need a synthesis of knowledge regarding the mechanisms linking micro and meso levels of analysis. The results of this study are expected to serve as a reference for the development of team-based job redesign training programs. Organizational consultants assisting companies in transitioning to team structures will also benefit from a better understanding of these dynamics. Management students studying organizational design need to understand that job redesign cannot be done partially without considering interdependence.

The purpose of writing this study is to conceptually outline the relationship between individual job redesign based on the Job Characteristics Model and the improvement of team performance. This writing aims to develop a theoretical framework that explains how skill variety, task identity, task significance, autonomy, and feedback in individual jobs influence coordination, collaboration, and the achievement of shared targets within a team. The theoretical contribution of this study is the availability of a systematic synthesis of knowledge regarding the integration of individual job design and collective performance dynamics. Its practical contribution is to provide conceptual guidance for managers in simultaneously redesigning the jobs of team members. The results of this study can also serve as a consideration for developers of performance management systems who wish to encourage collaboration.

Method

This study uses a qualitative approach with a library research design to explore the relationship between individual job redesign based on job characteristics and team performance. A qualitative approach was chosen because the phenomena under study involve psychological and behavioral constructs whose meanings depend on interpretation and social interaction within the team. Qualitative research excels at capturing the complexity of phenomena involving various levels of analysis simultaneously (Hassan, 2020). In this study, the focal phenomenon is how changes in job characteristics at the individual level impact the dynamics of coordination, collaboration, and target achievement at the team level. The literature study design allows researchers to access various theoretical perspectives that have developed within the literature of industrial-organizational psychology, human resource management, and organizational behavior. The primary data sources come from textbooks, indexed journal articles, and book chapters discussing the topics of job characteristics, work design, team performance, and group dynamics. Data collection procedures were conducted through academic database searches using various combinations of relevant keywords. Each identified literature underwent a screening process based on title and abstract relevance. Literature meeting the criteria was then read in full to identify relevant arguments, findings, and conceptual frameworks (Sarker & Sarker, 2025).

Data analysis in this study uses a systematic thematic analysis method as described by Lancaster and Crowther (2012). The first stage is open coding, where each literature is read repeatedly to mark statements related to job characteristics, job redesign, team coordination, collaboration, team performance, and interdependence. The emerging codes are then grouped into categories such as skill variety, task identity, task significance, autonomy, feedback, coordination mechanisms, collaborative behavior, and team performance indicators. The second stage involves grouping these categories into broader themes such as individual job characteristics, intervening conditions, team processes, and team outputs. The third stage is building relationships between themes to form a cohesive conceptual framework on how individual job redesign affects team performance. The analysis process is conducted iteratively, with the researcher moving back and forth between raw data and the emerging interpretation to ensure depth

of understanding. The validity of the findings is maintained through source triangulation, which involves comparing statements from various literatures to ensure consistency of interpretation (Firsova-Eckert & Firsova-Eckert, 2025). The final result of this process is a systematic description of the mechanisms linking individual job redesign to improved team performance.

Result and Discussion

Job characteristics-based redesign at the individual level must consider the degree of interdependence between team members as a key moderating variable. In teams with high interdependence, a change in one member's job characteristics will directly affect the work of others. Skill variety enriched for one member may reduce the skill variety of another if the assigned tasks were previously part of their own work (Vuori et al., 2010). Enhanced autonomy for one member may limit the autonomy of others whose work requires close coordination with the first member. Clearer feedback for one member may create jealousy if other members do not receive feedback of the same quality. In teams with low interdependence, individual job redesign can be carried out more independently without significantly impacting others (Wageman, 2014). Therefore, the first step in job redesign to improve team performance is to map the level of interdependence between jobs. This mapping can be done through social network analysis that identifies how often and how critical interactions are between team members. Teams with high interdependence require a simultaneous redesign approach, where all jobs are redesigned together as a single system. Teams with low interdependence can use a sequential approach, where jobs are enriched one by one incrementally. Managers who ignore interdependence mapping risk applying the wrong approach and worsening team performance. This failure of systemic adjustment often triggers role conflict among workers, which demands mature sensemaking capabilities from line managers to realign the work functions of subordinates (Jahroni & Darmawan, 2013). Thus, the process of restructuring human resource functions must run in harmony with the direction of corporate strategy changes so that task redistribution does not cause structural dysfunction (Irfan et al., 2014).

Skill variety in individual jobs contributes to team performance through increased team flexibility and adaptability (Lee & Pillutla, 2015).

Team members with high skill variety can perform various types of different tasks, making it easier for the team to reorganize the division of labor when facing changes. A member who usually performs data analysis can help another who is overwhelmed with data collection if they also possess that skill. This flexibility is invaluable in teams facing fluctuating workloads or unexpected demands. However, skill variety that is too high without deep specialized expertise can become a problem. A team consisting of generalists who know a little about many things may lack the depth of expertise required to solve complex problems. Optimal job design in a team is a combination of skill variety that is sufficient to enable flexibility, along with specialization that is sufficient to provide depth. Team members should have one core area of expertise that is mastered very well, supplemented by several additional skills that allow them to help coworkers. Skill variety also influences team coordination through increased shared understanding. Members who have experience in performing various types of tasks are better able to understand the difficulties faced by colleagues. This shared understanding reduces misunderstandings and facilitates communication within the team. This dimension of collective capability proves that optimizing team effectiveness is inherently sourced from the development of individual competencies and the formation of dynamic work communication patterns (Irfan et al., 2019). Improving the quality of human resources not only has a direct impact on job performance but also becomes an important determinant in cementing employee loyalty to the organization (Darmawan et al., 2020).

Task identity in individual jobs has a complex relationship with team performance (Özlü et al., 2025). A strong task identity means team members can see the complete result of their own work, rather than just small, meaningless pieces. At the individual level, strong task identity increases experienced meaningfulness and intrinsic motivation. However, at the team level, individual task identity that is too strong can hinder collective task identity. Team members may be more concerned with completing their own tasks than with the success of the team as a whole. They may be reluctant to let go of part of their tasks to coworkers because they feel they are losing their identity. The solution to this problem is to redefine task identity at the team level. Team members need to see that they are collectively creating a whole result, where each individual

contribution is a part of a larger whole. Team task identity can be built through shared rituals such as project review meetings where the team looks at their collective progress. Visualization of the team's final results, such as progress boards showing each member's contribution to shared targets, also helps build team task identity. When team task identity is strong, members still have an individual task identity as a subsystem, but the collective identity becomes more dominant. Members will feel satisfaction not only when their own tasks are completed but also when the team as a whole reaches its target. Job redesign must strive to create task identity at both levels simultaneously. In the long term, the successful integration of this identity becomes a solid foundation in effective talent retention strategies in modern organizations, thereby minimizing the risk of losing key personnel (Irfan et al., 2013).

Task significance in individual jobs influences team performance by increasing the sense of meaningfulness of each member's contribution toward team goals (Rodríguez-Sánchez et al., 2021). When a member believes that their work has a significant impact on the team's success, they will be more motivated to contribute optimally. Task significance also increases members' willingness to make sacrifices for the team, such as working overtime or helping struggling colleagues. The feeling that their work is important makes members willing to put in the extra effort required for collective success. However, individual task significance needs to be balanced with team task significance. Members must understand that the impact of their work on the team is part of a larger impact on customers, society, or the organization. Teams that successfully build task significance at the collective level will have members who are not only concerned with their own contributions but also with the team's overall contribution. They will feel proud when the team succeeds and disappointed when it fails, regardless of their individual roles. Team task significance can be enhanced by routinely communicating how the team's output affects external stakeholders. Stories about customers who were helped by products developed by the team, for example, can serve as a powerful reminder of the significance of the team's work. Managers need to facilitate such storytelling sessions periodically so that task significance remains tangible, rather than just a slogan. The internalization of these values of meaningfulness is strongly influenced by the application of the servant leadership approach,

which consistently focuses on member empowerment and increasing overall team effectiveness (Hariani & Mardikaningsih, 2014).

Autonomy in individual jobs is the characteristic most studied in relation to team performance, yet the results are often contradictory. Some studies find that individual autonomy improves team performance because empowered members are more innovative and proactive (Rashkovits, 2015). Other studies find that individual autonomy decreases team performance because it reduces behavioral predictability and complicates coordination. The resolution to this contradiction lies in the different types of autonomy provided (Langfred, 2005). Autonomy regarding how to do a task (method autonomy) tends to disrupt coordination if each member chooses a different way. Autonomy regarding work schedules (schedule autonomy) is easier to accommodate because members can adjust their schedules as long as they remain present at critical times for coordination. Autonomy regarding the order of task execution (task sequence autonomy) can significantly disrupt coordination in teams with sequential interdependencies. The most effective solution is to provide autonomy at the team level rather than the individual level. Team autonomy is the freedom granted to the team as a unit to determine work methods, schedules, and internal task distribution. Team autonomy allows members to enjoy the same freedom as individual autonomy, but with mutually agreed-upon internal coordination mechanisms. Autonomous teams can decide for themselves how to organize their work without having to follow standard procedures set from outside. Internal team decisions can accommodate individual preferences while ensuring effective coordination. Job redesign in teams should shift the focus from providing individual autonomy to providing team autonomy. This transfer of control over autonomy requires the careful integration of situational leadership strategies so that managers can control the course of change management without sacrificing collective performance (Mardikaningsih & Darmawan, 2022). Furthermore, this freedom in internal decision-making must be managed within strict corridors of change management and legal compliance to avoid violating applicable formal organizational regulations (Darmawan et al., 2024).

Feedback in individual jobs influences team performance through two opposing mechanisms. On one hand, clear and rapid individual feedback allows team members to adjust their behavior to improve their contribution to the team (Hagemann & Decius, 2024). A member who receives feedback that their work is slow can accelerate their pace. A member who receives feedback that their work contains many errors can be more careful. On the other hand, individual feedback can create internal competition that undermines collaboration if members compare their feedback with one another. Members who receive positive feedback may become arrogant and reluctant to help colleagues whose feedback is not as good. Members who receive negative feedback may become defensive and blame colleagues for their failures. The solution to this problem is to provide feedback at two levels simultaneously. Individual feedback remains important for personal learning and improvement. However, team feedback information about how well the team as a whole is reaching shared targets must be highlighted more. A balanced feedback system provides individual data for personal development and team data for collective evaluation. Bonuses and recognition should be linked more to team performance than individual performance. When team feedback is positive, all members feel they have succeeded together. When team feedback is negative, all members feel the need to work together to improve. This sense of shared fate fosters collaboration and reduces destructive competition. Job redesign needs to incorporate routine and transparent team feedback mechanisms. Managing the psychological dynamics resulting from different perceptions of feedback requires an effective internal communication approach as an organizational conflict mitigation instrument (Handoko et al., 2024). Through transparent communication channels, conflict management governance in workgroup dynamics can be carried out preventively to maintain functional team stability (Jahroni et al., 2015).

Team coordination is influenced by individual job characteristics through their effects on behavioral predictability (Abi-Esber et al., 2025). High autonomy reduces predictability because members are free to choose different ways of working. High skill variety also reduces predictability because members can perform various different tasks. Conversely, clear task identity increases predictability because members understand well

what their responsibilities are. Rapid feedback increases predictability because members can immediately adjust their behavior based on that feedback. Teams requiring tight coordination should design jobs by reducing individual autonomy and increasing task identity. Teams requiring creativity and innovation should provide more individual autonomy, even if coordination becomes more difficult. There is no one-size-fits-all solution. Managers need to understand their team's coordination needs based on the type of tasks being performed. Teams with routine tasks that can be predicted require tight coordination, so a more structured job design is more appropriate. Teams with non-routine tasks requiring creative problem-solving need flexibility, making individual autonomy more important. However, even in creative teams, some aspects of coordination still need to be maintained through non-structural mechanisms such as shared norms and intensive communication. Job redesign must consider the characteristics of team tasks, not just the characteristics of individual jobs. This emphasis on structural and non-structural factors is in line with the conceptual framework regarding the distribution of six main factors essential in boosting overall organizational performance effectiveness (Darmawan, 2024).

Team collaboration requires knowledge-sharing mechanisms that are influenced by job design. High skill variety makes each member possess unique knowledge that is valuable to the team (Byrne & Eddy, 2022). However, unique knowledge is only useful if it is shared with other members. Unfortunately, members with high skill variety tend to feel that their knowledge is a personal asset that makes them valuable. They may be reluctant to share for fear of losing their uniqueness and becoming replaceable. High autonomy can also reduce knowledge sharing because members feel there is no need to coordinate with others. They can complete their work on their own without having to rely on the knowledge of others. Strong task identity at the individual level can reduce knowledge sharing because members focus on completing their own tasks. To encourage collaboration, job redesign needs to create positive interdependence among members. Positive interdependence means the success of one member requires the success of others. Team-based reward systems create positive interdependence because members only receive rewards if the team succeeds. Job design can also create positive interdependence through

sequential workflows, where one member's output becomes the input for another. In sequential workflows, a member cannot succeed if the preceding member fails to provide quality input. Collaboration becomes a necessity, not an option. However, positive interdependence also carries risks, as one weak member can hinder the entire team. Job redesign must balance fostering collaboration and protecting the team from individual failure. Mechanisms such as documented knowledge sharing and cross-training can reduce this risk. The development of these collaborative mechanisms is in line with the utilization of knowledge management and the improvement of the quality of work life in order to strengthen the affective commitment of team members (Eddine et al., 2023). Furthermore, the integration of these aspects is proven crucial in strengthening organizational social capital and team synergy as supporting instruments for the successful implementation of Total Quality Management (Putra et al., 2021). This strategic step can also be accommodated through cross-functional training designs to equip members with a holistic understanding of tasks (Fared & Darmawan, 2021).

The achievement of shared targets as an indicator of team performance is influenced by how job design shapes goal setting and goal commitment. Jobs with strong task identity encourage members to set high targets for themselves (Nahrgang et al., 2013). However, high individual targets are not necessarily aligned with team targets. Members may pursue impressive individual targets but fail to contribute to the overall team target. Jobs with high autonomy allow members to set their own targets, which may also deviate from team targets. Job redesign to improve the achievement of shared targets must include mechanisms for target alignment. Individual targets must be derived from team targets, not set separately. A participatory goal-setting process, where team members collectively set team targets and then translate them into individual targets, is proven to be more effective. In this process, members understand how their contributions support the team's overall success. Commitment to targets is also influenced by task significance. Members who believe that team targets are important to the organization or society will be more committed to achieving them. Regular feedback on progress toward team targets allows members to adjust their efforts. If the team is lagging behind its target, faster members can help slower ones. If the team exceeds its target, members can celebrate their success

together. A transparent feedback system, where each member can see everyone's contribution to the team target, encourages shared accountability. However, transparency also needs to be managed carefully so as not to cause shame or excessive pressure. Targets that are too high can make members feel hopeless, while targets that are too low do not provide motivating challenges (Westover, 2024). This target alignment management demands a deep understanding of organizational behavior principles, where motivational drives must be integrated systemically with the collective goals of the institution (Darmawan, 2013). Moreover, innovation in human resource management based on this target alignment is crucial for increasing organizational competitiveness amidst the currents of globalization (Abdullah et al., 2021).

Social processes within a team moderate the relationship between individual job characteristics and team performance (Oldeweme et al., 2021). Teams with high cohesion, where members like and trust one another, can tolerate higher skill variety and autonomy without experiencing coordination disruptions. Members in cohesive teams voluntarily coordinate their actions because they care about the well-being of their colleagues. They do not require strict, formal structures to ensure coordination. Conversely, teams with low cohesion require more structured job designs with low autonomy and very clear task identity. Teams with high trust can utilize individual feedback without triggering destructive competition. Members believe that feedback is provided to help them develop, not to compare or judge. Teams with low trust require more feedback at the team level to avoid painful comparisons (Murad & Starmer, 2021). Job redesign cannot be separated from efforts to build team cohesion and trust. Team-building interventions, shared social activities, and open communication about conflict can enhance team cohesion. Cohesive and trusting teams can be granted more autonomy and skill variety without sacrificing coordination. Teams with low cohesion need to be designed more carefully, perhaps by starting with a more rigid structure and gradually providing more flexibility as cohesion increases. Managers need to assess the social condition of a team before deciding which job redesign approach to use. Applying the same approach to all teams without considering differences in cohesion will yield uneven results. These psychosocial factors confirm the importance of

understanding psychological perspectives in modern society interactions, particularly in the Society 5.0 era, which demands emotional closeness and balanced digital adaptation (Darmawan et al., 2021). In diverse environments, the optimization of cross-organizational relationship quality can only be maintained through the understanding of effective and sustainable communication functions (Gardi et al., 2021).

Team leadership plays a crucial role in translating individual job redesign into collective performance. Effective team leaders do not just redesign members' jobs but also help them understand interdependence and work together (Lisak et al., 2022). Leaders need to facilitate discussions on how changes to one member's job affect the work of others. These discussions prevent the surprises and resistance that often arise when job redesign is carried out unilaterally. Leaders also need to moderate conflicts that may emerge due to changes in job design. Members who feel their jobs have become less attractive after certain tasks are transferred to other members need to have their grievances heard. Leaders can help them see the collective benefits of such changes. Leaders also play a role in building team task identity through consistent communication about shared goals. Whenever there is a change in job design, the leader must explain how that change helps the team achieve its shared targets. Leaders also need to provide team feedback regularly, celebrating collective success and identifying areas for improvement together. A participatory leadership style, where members are involved in job redesign decisions, is proven to be more effective than a directive style. Members who are involved in decision-making will have a higher commitment to implementation. They also better understand the reasons behind the changes, allowing them to adjust their behavior more effectively. An effective leader in the context of team job redesign is an empowering facilitator, not a commanding officer. The application of this situational leadership style is essential to oversee the course of change management and to boost team performance sustainably (Mardikaningsih & Darmawan, 2022). More specifically, such adaptive leadership must be supported by reliable communication strategies to manage and reduce the potential for conflict, especially in the context of multicultural work teams (Marsal & Darmawan, 2022).

Long-term team performance requires learning mechanisms that allow teams to continuously adjust job design as the environment changes

(Collins, 2022). A job design that is optimal today may not be optimal tomorrow due to technological shifts, changing customer demands, or team member turnover. Teams capable of learning will proactively evaluate their job designs and propose adjustments. This learning process requires psychological safety, where members feel secure enough to criticize existing job designs without fear of being punished. Without psychological safety, members will remain silent even when they see the ineffectiveness of a job design. Job redesign should be viewed as an ongoing process, not a one-time project. Teams need to allocate time routinely for example, every month to reflect on how work is designed and whether improvements can be made. This reflection can be carried out in structured team meetings with a specific agenda for job design evaluation. Data on team performance, member satisfaction, and coordination difficulties serve as inputs for reflection. The team then identifies potential job design changes that might improve future performance. Small changes can be implemented immediately, while major changes may require approval from higher management. This learning cycle makes teams more adaptive and resilient. Teams that never reflect on their job designs will continue to use outdated ways of working, falling behind more adaptive teams. Managers need to support this learning cycle by providing the necessary time and resources. Reflection meetings should not be viewed as a waste of time, but rather as an investment in long-term performance.

Conclusion

Job redesign based on job characteristics at the individual level can improve team performance through mechanisms of coordination, collaboration, and the achievement of shared targets, yet with several conditions and adjustments. The level of interdependence among team members moderates this relationship, meaning that teams with high interdependence require a simultaneous redesign approach. Skill variety increases team flexibility but needs to be balanced with deep specific expertise. Individual task identity that is too strong can hinder collective task identity, thus needing to be redefined at the team level. Task significance motivates individual contributions, but collective significance is more important for collaboration. Individual autonomy often disrupts coordination; therefore, team autonomy serves as a better alternative.

Individual feedback needs to be balanced with team feedback to prevent destructive competition. Team cohesion and trust moderate the effectiveness of job redesign, where cohesive teams can tolerate more variety and autonomy. Participatory team leadership is essential to translate job redesign into collective performance. Continuous learning through regular reflection allows the team to adjust job designs as the environment changes.

The theoretical implications of this study are the need to enrich the Job Characteristics Model with a collective dimension that explains how individual job characteristics interact with team dynamics. Management education curricula need to integrate job design theory with team dynamics theory in organizational behavior courses. The practical implication is that managers must map interdependence before redesigning jobs within teams, as well as providing autonomy at the team level rather than the individual level. Suggestions for future research are to conduct empirical studies to test the model generated from this literature review. Quantitative research can develop measurement instruments that capture individual and collective job characteristics simultaneously. Qualitative research can explore the implementation process of job redesign within teams across various types of industries. Cross-cultural comparative studies would also be beneficial to understand how cultural values influence the effectiveness of different job redesign approaches.

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