



LITERATURE REVIEW ON PERCEPTION OF TEAM STRUCTURE AND COLLABORATION IN MODERN BUSINESS PRACTICES

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Abstract

Effective teams in businesses make all the difference in achieving corporate value creation, growth, and the achievement of any organization's specified and emergent goals and objectives. The impact of team structuring and teamwork in businesses and the ramifications for managers and employees are examined in this study. According to the paper, team structuring boosts organizational productivity, service quality, and good outcomes and improves organizational development and efficiency. It also states that team structuring promotes ongoing growth, open and good communication, and the development of trust and leadership potential among members of an organization. Furthermore, the longevity of the benefits acquired from team structuring is dependent on management's support, team members' dedication, and the team leader's quality. In addition, team structuring activities should be planned, created, implemented, and monitored to encourage open communication, collaboration, and flexibility among team members to foster effective cohesiveness and synergy, which will improve team effectiveness and performance. Furthermore, team leaders should be chosen based on their talents and experience and their capacity to manage the complexities of team operations.

Keywords: *Team Structuring, Teamwork, Competence, Increased Efficiency, Improved Output*



INTRODUCTION

The rapidly changing corporate environment and economic globalization have become significant concerns and problems for business executives. As a result, businesses are reorganizing and repositioning their activities and operations to compete and run more efficiently and profitably in chaotic and fluctuating business conditions. As a result, team-based structures in organizations have been viewed as a critical strategy for developing individuals (Bolander Laksov, Elmberger, Liljedahl, & Björck, 2020) and maximizing their skills to boost organizational productivity. Most managers now consider teams to be more flexible and responsive to changing events than traditional departments or other forms of permanent grouping in organizations, as the need for effective teams has sparked increased interest in team structure to improve organizational functioning and achieve better corporate results (Lacerenza, Marlow, Tannenbaum, & Salas, 2018).

Furthermore, there are more shifts from working alone to working in teams to achieve effective implementation of organizational objectives and the development of resilience capacity, as it requires employees to collaborate with others, share ideas and information, and work together to overcome challenges and differences. Organizations worldwide have relied heavily on their human component in developing and implementing various strategies to improve their employees' performance and improve their overall corporate performance and productivity (Olson, Slater, Hult, & Olson, 2018). The value of a well-coordinated and effective team structure process cannot be overstated since the performance of well-built teams easily translates to overall organizational performance.

Organizations are increasingly focused on proactive work team development to improve individual members and increase company productivity. As managers and organizations look for ways to improve business results, growth, and profitability, broad-minded corporations implement team structure to gain synergies, cohesive workgroups, trust, support for one another, and respect for individual differences.

According to (Edmondson & Harvey 2018), team development entails a wide range of activities provided to businesses to boost team performance.

It also specializes in bringing out the best in a team to assure self-development, effective communication, leadership abilities, and the ability to solve challenges as a team. Technology becomes obsolete almost overnight; the need to embrace team building to improve morale, boost positive attitudes toward work, and foster organizational commitment that enhances performance and productivity, has been upheld. To investigate team structure and collaboration in organizations, this research took a theoretical approach with significant sections as; team

definition, organizational advantages of teams, team-structure perception, corporate benefits of team structure, and team structure implications in modern business practices.

Team's Definition

The need to maximize individual potential through collaboration has necessitated a shift from working alone to working in groups, which requires employees to cooperate, share information, confront differences, and put personal interests aside greater good of the group. A team is defined as an asana assembly of individuals who collaborate to solve problems or complete tasks for which they were created (Molinillo, Aguilar-Illescas, Anaya-Sánchez, & Vallespín-Arán, 2018). According to (Mobolade & Akinade, 2021), teams are influential workgroups whose effectiveness is based on their level of desire, coordination, and purpose. According to (Kane 2019), teams have become a key component in the operation of firms in today's economic environment.

When individual efforts, strengths, and skills are joined with collaboration to pursue a common goal or cause, team members and the organization produce meaningful results. According to (van der Lippe & Lippényi, 2020), team performance depends on individual member effort and collective work products. People who are interdependent in their work and committed to pursuing a common objective together to meet defined goals are referred to as a team (O'Neill, & Salas, 2018). According to (Stoverink, Kirkman, Mistry, & Rosen, 2020), organizations rely heavily on the teams to improve their efficacy and organizational performance.

Organizational Advantages of Teams

Individuals can benefit from teamwork, including improved development and performance. Some of these advantages include more vital problem-solving abilities, improved collaboration, and more productivity since team members hold each other responsible and encourage each other to use efficient work approaches. According to (Berber, Slavić, & Aleksić, 2020), a work team develops positive synergy through a coordinated effort, resulting in a level of performance more excellent than the sum of the inputs. As a result, teams enable individual members to enhance their skills, abilities, and knowledge by learning from one another while working in a group, allowing them to produce more effectively and efficiently than those who work alone in organizations.

According to (Cardon, Post, & Forster, 2017), teams make better decisions than individuals. In job completion, groups and teams can be more creative and imaginative. In addition, teams facilitate and contribute to job completion. Teams provide individuals with

the best opportunity to draw into the knowledge, skill, experience, and expertise of others in the group who demonstrate or teach them to other team members as they carry out job tasks. Because of the importance of teams in organizations, scholars such as (Szafran, Kennett, Bell, & Green, 2018) advocate for a team-based family culture in every organization if the particular organization wants to tap into employees' abilities and motivation, competencies, and whole-hearted commitment to drive the organization forward.

Team-Structure Perception

Team structuring is an activity in which a group evaluates its process of working together and acts to establish an environment that values and supports team members' contributions. Team structuring is the process of assisting a workgroup in becoming more effective in completing a task and meeting the demands of its members (t). It is one of the greatest extensively used group development exercises to increase employee and company performance. Team structuring entails assisting employees and management in learning how to collaborate.

Team structuring can influence employee performance in service delivery, competitive advantage, organizational responsiveness, and market value creation for the company's products and services, among others. As a result, team structuring is still a critical factor in increasing employee performance. (Khademian, Pishgar, & Torabizadeh, 2018) Defines team structuring as "developing and facilitating. According to (Ackermann & Eden, 2020), team structuring helps individuals achieve their objectives. According to (Benishek & Lazzara 2019), team structuring is a job design philosophy in which individuals are considered members of interdependent teams rather than individual workers.

The team or group's energy is directed toward problem resolution, effectiveness, and optimizing the utilization of all members' resources to achieve the team's objective in team development. Team structuring in organizations aims to increase individual and group productivity through attaining organizational goals. It also aims to integrate lower-level employees and upper-level management to work more efficiently and make more profit. According to (Fry, Latham, Clinebell, & Krahnke, 2017), it motivates employees to increase their productivity while fostering togetherness and a sense of social solidarity. As a result, effective team development must be built on the individual team members' talents, abilities, and competencies.

Organizational Benefits of Team Structure

Any business that wants to get the greatest out of its employees must invest in team structuring. Team development has numerous advantages despite the problems that teams confront in the workplace. The subsequent are just a few of the countless benefits that team development provides:

Employee trust development: Team building aids in developing trust among coworkers; trust is crucial when it comes to achieving specified goals and objectives. Employee trust is fundamental to the survival of any company (Kshetri, 2018). Employees can become more reliant on one another due to team structuring exercises, making them more productive and efficient. In other words, team structuring aids in the establishment of trust, which is essential for corporate growth and organizational commitment.

Employee collaboration/effective communication improves: When employees work together to achieve specific goals, a strong bond forms between them, fostering interdependence and a sense of team spirit, allowing them to accept and collaborate. Employees learn how to interact with one another and share great ideas and suggestions that help them grow as individuals and as a team when they operate as a team.

Team structuring helps boost organizational productivity while pushing people to better their overall work performance. It enables employees to socialize with one another and become mentally prepared to collaborate to achieve the organization's objectives.

Furthermore, team structuring aids in the resolution of issues by helping employees bond with one another and become more familiar with each other's personalities and the creation of effective open communication among employees (Gutierrez-Gutierrez, Barrales-Molina, & Kaynak, 2018). It also improves employee collaboration and productivity. Team structuring is considered necessary in every current squad for a team's continual growth, effective adaptation to the environment, open communication among members, and cohesiveness.

The importance of effective teams in the workplace cannot be overstated. Improved employee performance, responsiveness, flexibility, increased job satisfaction, team cohesion, enhanced organizational learning, and productivity contribute to better business outcomes.

According to (Cletus, Mahmood, Umar, & Ibrahim, 2018), team structuring aids organizations in achieving their goals, such as customer happiness, good reputation, competitiveness, market share, profitability, and mission success. The study has identified five critical goals for team structuring: (i) improved communication among team members and individuals, (ii) increased productivity and creativity, (iii) improved operation policies and

procedures, (iv) clear work objectives and a climate of cooperation and collaboration, and (v) increased levels of trust and support.

Team Structure Implications in Modern Business Practices

Managers and employees in organizations face some severe consequences for team structuring. Any manager who promotes effective teams and team structuring is implicitly preparing for effective collaboration among all team members, increased employee work satisfaction, the development of employee skills, and increased organizational productivity. Again, improving overall organizational performance and progress by helping employees feel more happy and confident at work. Any manager who is anxious and desirous of developing an effective team must first comprehend the stages of team growth. Recognizing that units require different things at different stages of development is critical to any team's sustenance and survival. This is because group growth is dynamic, and most groups are constantly changing. This knowledge is therefore essential for managers to possess for them to make the best decisions possible at all times to ensure the team's nourishment and survival.

Managers must recognize that forming efficient teams necessitates a thorough understanding of the number of people on the team. This is because overburdened and undersized teams are ineffective. Minor teams may not benefit from a wide range of viewpoints and perspectives. In contrast, overburdened teams may encounter significant coordination challenges, particularly under time constraints, resulting in a lack of cohesiveness and mutual accountability among members. As a result, the influential team member should be kept between five and nine people. This is to promote and develop a wide range of perspectives, skills, and opinions. Effective teams believe in the team's strengths. They are deeply devoted to the team's goals and purpose, always pulling in the same direction rather than pursuing individual goals at the group's expense. To allow such a team to thrive in an organization, management should strive to choose personnel with strong interpersonal skills, provide them with the necessary training to improve their collaboration abilities, and reward them for their cooperative efforts.

Managers must ensure that a positive organizational culture and climate prevail in the organization, allowing each employee to feel valued and needed and willingly devote their efforts, skills, and abilities to achieving stated and emergent goals and organizational goals and objectives.

The study recommends that empirical research be further examined to determine if team structure with a mediating impact of personal characteristics will aid modern business practices. The following research questions and null hypotheses may be considered:

Research Questions

Is there a significant relationship between team structure and modern business practices?

Null Hypotheses

There is no significant relationship between team structure and modern business practices?

CONCLUSION

Employees must have a high level of cohesion, collaboration, communication, trust, and dedication to transition from working alone to working as a team. Team building is necessary to make a company a better place to work. Employees will feel more positive and confident at work if their organization supports and builds productive teams. This will boost job satisfaction, lead to them utilizing their talents and enhancing production, and make employees feel more positive and confident at work. Research shows that team structuring can significantly improve a group's performance. However, the long-term viability of the benefits acquired from team structuring is dependent on management's level of support, each team member's dedication, and the team leader's quality. While team structuring can help organizations improve their performance and efficiency, it can also face severe obstacles such as employee resistance, a lack of teamwork skills, a remote workplace, globalization, and virtualization. Suppose teams are to succeed in achieving the aims and objectives for which they were instituted. In that case, organizations must guarantee that the correct climate and required resources are made accessible to them.

RECOMMENDATIONS

To improve team effectiveness and performance, organizations should design approaches to high-performing teams that allow for open communication and empowerment review. Crew members should be chosen based on their abilities, technical skills, and competencies to pique their interest in the job at hand and fulfill the team's duty. Furthermore, team structuring activities should be conceived, planned, implemented, and monitored to promote open communication, collaboration, and flexibility to foster effective cohesiveness and synergy, which will improve team effectiveness and performance. Organizations should also train team members to know their duties in their teams and what is expected of them. Every member, however, must be allowed to lead. After the team has completed the assigned tasks, it

should be rewarded. The reward can be in the form of praise, recognition, money, or something else. This is to keep them motivated for upcoming chores and assignments. Organizations should also implement a suitable performance evaluation method to let team members know how well or poorly they performed in their assigned work. It's also a decent idea to set up a suitable feedback mechanism.

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