

Examining the Effects of a Team-Based Organizational Structure on Operational Efficiency through the Lens of Human Relations Theory: A Case Study of Vodafone Ghana

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DOI: <https://dx.doi.org/10.47772/IJRISS.2025.9030005>

Received: 13 February 2025; Accepted: 22 February 2025; Published: 25 March 2025

ABSTRACT

This study explores the impact of a team-based organizational structure on operational efficiency at Vodafone Ghana, analyzed through the lens of human relations theory. Initiated by Elton Mayo, human relations theory emphasizes the significance of social relations, cooperative group dynamics, and employee motivation in boosting productivity. Vodafone Ghana, a subsidiary of the multinational telecommunications giant Vodafone Group, has implemented a team-based model aimed at enhancing performance, flexibility, and strategic responsiveness. Quantitative methods are employed to analyze the relationships between team-based characteristics such as collaborative decision-making, flexibility, goal orientation, shared accountability, diverse expertise, open communication and operational efficiency. Results indicate that these characteristics positively and significantly influence task completion efficiency, highlighting the effectiveness of team-based structures in fostering a supportive and productive work environment. The findings contribute to the broader understanding of organizational behavior and human resources management by demonstrating the practical application of human relations theory in modern corporate settings.

Keywords: Team-based organizational structure, Operational efficiency, Human relations theory, Employee motivation.

BACKGROUND OF THE STUDY

The structures of companies and organizations are a critical component to determining the level of operation, productivity, and performance among workers (Lee & Yang, 2011). The team-based model for an organization, which stems from the human relation theory is slowly becoming popular and accepted because its strength derives from the fact that employees create teams to work together in order to increase productivity (Root, 2025). The impact of Vodafone Ghana's team-based organizational structure on the operational efficiencies of the organization and analyzing it under the human relations theory is the focus of this case study.

Human relations theory, initiated by Elton Mayo and his team at Hawthorne works, categorizes social relations, cooperative groupings, and motivation as some of the most important factors that promote

productivity in an organization (Rees & Rumbles, 2022). This theory assumes the employee is not only an economically minded individual but also a social one with diverse needs and wants, opposing the modern management principles that rely on scientific management principles (Muldoon, 2017).

The perception that is reached through adopting a team-based structure is the power to use interpersonal relations, a participatory decision-making process, and, leadership support employees to enhance the satisfaction and productivity level of Vodafone Ghana employees (Lussier & Achua, 2021). This is also in line with the human relations theory which stresses on the human relations principles such as fulfilling social needs of employees, group cohesion, and identifying leadership impact on employee morale and performance (Northouse, 2021).

Vodafone Ghana is an affiliate of the Vodafone Group, a multinational telecommunications company that has implemented the team concept of employee organization with the aim of improving organizational performance, flexibility, and strategic responsiveness to the challenges inherent in the telecommunication business. Thus, the organizational structure segregates work into cross-functional teams where employees work within separate functions and assignments yet closely collaborate to understand each other's roles and duties (Boison, 2019).

The utilization of team-based approach in Vodafone Ghana draws its rationale from the human relations theory, which suggests that people work in groups and the understanding gained from the interactions within such formations will go a long way in explaining the behaviors of those in the formation. Vodafone Ghana encourages employees to express themselves freely when making decisions and, in their teams, to transform work into a supportive culture which will in turn enhance motivation (Kerr & Moloney, 2018).

In addition, the company's leaders acknowledge the importance of satisfying social needs of the workforce, a concept emphasized in human relations theory. Concrete network of activities, meetings and natural interactions within the team allow in creating positive interpersonal relationships between the team members and making them feel that they are an integral part of the company and thereby achieving high levels of satisfaction and organizational commitment within the workplace (Chyhryn et al., 2019).

The researcher therefore seeks to add to the literature on organizational behavior and human resources management using the knowledge acquired from this case as a clear modern example in respect to the implementation of the principles of the human relations theory. Hence, by reviewing the nature of Vodafone Ghana's team-based structure and its influence on organizational outcomes, the purpose of this paper is to discuss the effectiveness, strength and weakness of the approach as well as a comprehensive implication for organizational performance and employee's well-being.

This research used primary data sources to gather information regarding Vodafone Ghana's operation through structured questionnaire and information retrieved from official company documents enhanced by literature from relevant industry outlets. Analysis of the results was conducted using quantitative methods to evaluate how the team-based structure reflects on different operations productivity, customer's satisfaction, and the rates of turnover of the employees.

This study seeks to expand current understanding of how Vodafone Ghana could optimally blend the human relations theory with its organizational structure in order to ultimately enhance its operational efficiency (Northouse, 2021; Rees & Rumbles, 2022).

The study's conclusions might help organizations by shaping their strategic decision-making processes, while focusing on operational performance improvement within organizations with the aim of creating and maintaining a friendly and stimulating work environment for employees. Moreover, the study may further

elaborate on the relationship with structural motivation and leadership systems that directly influence organizational performance and success (Lussier & Achua, 2021; Muldoon, 2017)

CONCEPTUAL FRAMEWORK

The conceptual framework for examining the effects of a team-based organizational structure on operational efficiency through the lens of human relations theory is multifaceted and involves several key components. Human relations theory emphasizes interpersonal relationships, communication, and employee satisfaction as crucial factors influencing organizational performance (Northouse, 2021). In a team-based structure, these elements are vital for fostering collaboration, motivation, and efficiency.

One of the primary factors in this framework is Collaborative Decision Making (CDD). This approach encourages active participation and diverse perspectives within teams, enhancing decision quality (Domínguez-Cc et al., 2024). By involving all team members in the decision-making process, organizations can leverage a broader range of ideas and expertise, aligning with human relations theory's emphasis on interpersonal relationships and open communication.

Another critical component is Goal and Project Orientation (GPO), which provides clear direction and purpose, aligning team efforts with organizational objectives (Osei et al., 2023). By focusing on specific goals and projects, teams can better manage resources and prioritize tasks, leading to improved operational efficiency. This clarity of purpose helps ensure that all team members are working towards the same objectives, fostering a sense of unity and shared responsibility.

Shared Accountability (SA) is also essential in team-based structures, as it fosters a sense of collective responsibility, promoting teamwork and motivation (Nassani et al., 2024). When team members feel accountable for outcomes, they are more likely to work collaboratively towards achieving common goals. This shared responsibility enhances team cohesion and encourages members to support each other in achieving organizational objectives.

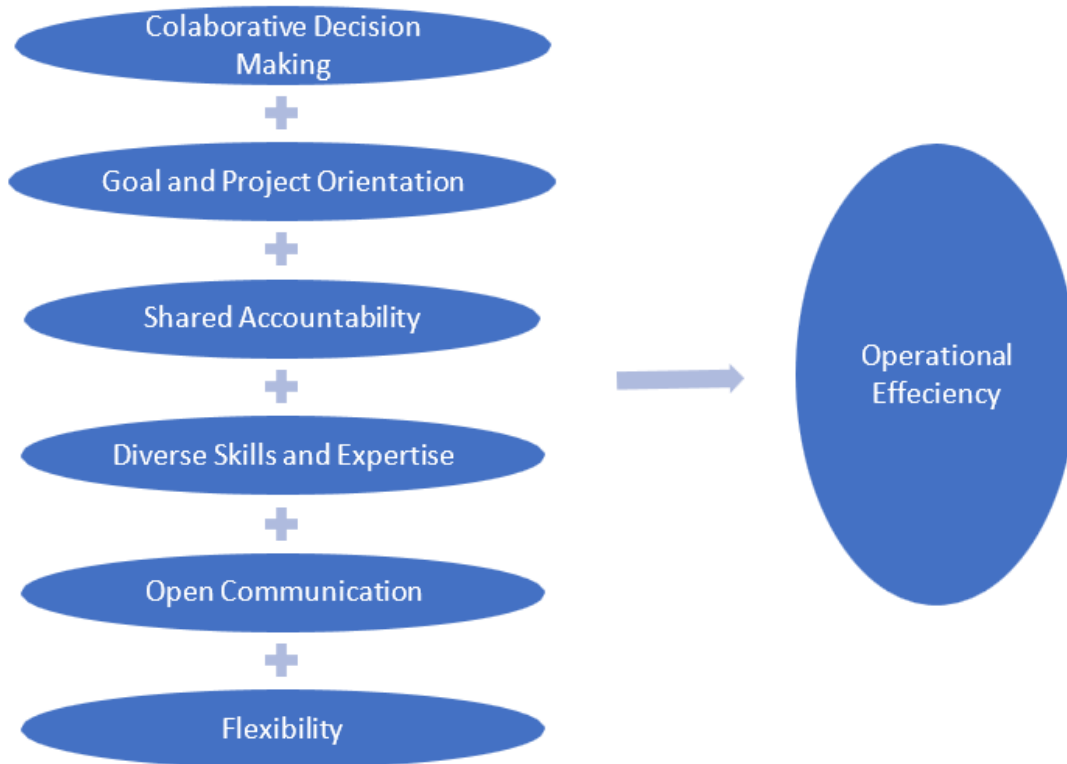
Furthermore, Diverse Skills and Expertise (DSE) are crucial for driving innovation and problem-solving within teams (Patil et al., 2023). Teams with diverse skills can adapt more effectively to changing conditions and tackle complex challenges. This diversity not only enhances creativity but also ensures that teams have the necessary competencies to address a wide range of tasks and projects.

Open Communication (OC) is another vital element, facilitating transparent and effective information exchange, reducing misunderstandings and enhancing collaboration (Huang et al., 2024). Open communication is essential for building trust and ensuring that all team members are aligned with organizational goals. It allows for the free flow of ideas and feedback, which is critical in team-based environments where collaboration is key.

Lastly, Flexibility (FL) enables teams to adapt quickly to changing conditions, improving responsiveness and efficiency (Melo et al., 2013). Flexible teams can adjust their strategies and workflows as needed, ensuring they remain effective in dynamic environments. This adaptability is particularly important in today's fast-paced business world, where organizations must be able to pivot quickly in response to market changes or unexpected challenges.

In conclusion, the conceptual framework for examining the effects of a team-based organizational structure on operational efficiency highlights the importance of collaborative decision-making, goal orientation, shared accountability, diverse skills, open communication, and flexibility. These elements, grounded in human relations theory, work together to enhance collaboration, motivation, and efficiency within teams, ultimately leading to improved operational performance

Figure 1.0 Conceptual Framework



Theoretical Review

The human relations theory was adopted for this research based on its theoretical orientation towards explaining the importance of social intercourse, group psychology, and motivation as pertaining to organizational performance.

Human relations theory believes that employees are not only self-interested individuals organized to fulfill their economic needs but more than that. The flow of work influences their work by factors such as interpersonal relationships and group dynamics, and leadership characteristics (Rees & Rumbles, 2022). This theory underscores the issue of social fulfilling of the requirements, harmony, and satisfaction of the group or team in the organization, as well as the effect of the leadership on the performance of workers (Northouse, 2021).

Team-oriented corporate structure is in compliance with human relations theory since it implies cooperation and spending of time to accomplish the goal, opportunities to share the information as well as to involve everyone in decision-making process. Such teams promote collaboration and exchange of ideas and information between employees to solve multifaceted problems, thereby improving organizational work effectiveness (Lussier and Achua, 2021). Additionally, the effective leadership in the team's fosters positive work environment that enhances the employees' desire and commitment to work.

A number of investigations have stressed on human relations theory for the modern organizations. Chyhryn et al. (2019) produced a literature review mainly focusing on the positive organizational climate and social requirements of employees within the new digital world as part of the human relations theory. Kerr and Moloney (2018) also looked at Vodafone's approach to managing the advanced technological and artificial intelligence and the author discussed how the involvement and embedding of the employees helped in enhancing the operations.

Human relations theory serves as the theoretical foundation from which to assess the effects of Vodafone Ghana's team based organizational structure on their operational efficiency. In this context, presenting the

results of the research that focuses on the connection between the observed patterns of social interactions, group dynamics, and employee incentives in the team work- based environment of this organization is a valuable addition to the literature on organizational behavior and human resource management.

Empirical Review

Team-based organizational structures have gained prominence in modern workplaces due to their potential impact on operational efficiency. Human Relations Theory (HRT) highlights the significance of social interactions, employee motivation, and workplace collaboration (Mayo, 1933). This empirical literature review examines studies related to team-based structures, their role in operational efficiency, challenges, and their implementation in the telecommunications sector, particularly Vodafone Ghana.

Theoretical Foundation of Team-Based Structures

Human Relations Theory (HRT) provides a framework for understanding how interpersonal dynamics within teams affect organizational outcomes. Studies show that organizations integrating HRT principles experience enhanced cooperation and reduced workplace conflicts, ultimately boosting. Moreno-Domínguez et al. (2024) found that participative leadership consistent with HRT enhances team cohesion and operational effectiveness.

Chyhryn et al (2019) focused on human resource management in a digital age and stressed the need to address the social needs of employees. The researchers noted that management science has proposed ideas that advance workforce engagement and performances, for which the management needs to incorporate agile and participative approach to decision making, which is consistent and in line with human relations theory

Vodafone Ghana exemplifies these principles through its emphasis on employee engagement and collaborative decision-making. Other findings show that team-based initiatives to a large extent have led to an increased motivation and reduced turnover rates. This in many instances has led to an improved service delivery in different industries (Jamieson et al., 2021; Reyes Luna & Eppinger, 2015; Pendley et al., 2013).

Impact of Team-Based Structures on Operational Efficiency and Organizational Performance

Empirical research suggests that team-based structures enhance efficiency by improving communication, collaboration, and decision-making (Siddiquei et al., 2025; Yu et al., 2022; Gil- Hernández et al., 2025). Other findings show that firms implementing these structures led to an increase in productivity and a reduction in operational costs (Patil et al., 2023; Melo et al., 2013). Lv et al., (2024) found that team-based environments improve workflow agility, which is crucial in dynamic industries like telecommunications.

A significant number of research works have also examined the effect of team work structures on performance in organizations. According to Lussier and Achua (2021), cross-functional teams are essential because they help in creating synergy, sharing information, and more importantly brainstorming on issues that hinder efficiency. According to Northouse (2021), one of the key aspects of facilitating a constructive collaborative culture is the need for leader support in fostering human resource motivation and development.

In terms of the management of such technologies and artificial intelligence in respect to the telecommunications industry, was analyzed by Kerr and Moloney (2018). They revealed that lack of focus and an inefficient hierarchical structure were some of the vulnerabilities, however, the efficient team work and strong engagement of the members indicate that the company can still successfully manage the technological disruptions and remain competitive top players

Some studies argued that employee working in team-based settings demonstrated higher job satisfaction and efficiency compared to those in hierarchical systems (Aktan & Castellucci, 2025; Poon et al., 2012). Their research emphasized that team-oriented organizations experience reduced bottlenecks in decision-making and greater innovation in problem-solving.

Factors Influencing Team-Based Organizational Performance

Several factors influence the effectiveness of team-based structures, including leadership, communication, and organizational culture. Siddiquei et al. (2025) emphasized the role of effective leadership in fostering a positive team environment, while Melo et al. (2013), highlighted the significance of open communication channels. Companies with a strong team-based culture experience higher employee engagement and operational efficiency (Poon et al., 2012).

Some studies indicate that CEO characteristics, strategic leadership, corporate governance, leadership training programs and structured team-building activities contribute to the successful implementation of team-based structures (Aktan & Castellucci, 2025). These initiatives enhance collaboration and strengthen employee commitment to organizational goals.

Challenges of Implementing Team-Based Structures

Despite their benefits, team-based structures pose challenges such as role ambiguity, communication breakdowns, and resistance to change (Patel et al., 2024). Huang et al. (2024) identified that while team-based models improve efficiency, they require strong conflict resolution mechanisms and clearly defined roles to be effective.

It was noted that initial resistance to team-based restructuring was prevalent among long-serving employees accustomed to hierarchical models (Domínguez-Cc et al., 2024). However, targeted training programs and leadership support helped mitigate these challenges, fostering a more collaborative work environment (Nemtsov & Booker, 2024).

Conclusion

Empirical evidence underscores that team-based organizational structures, when aligned with Human Relations Theory, enhance operational efficiency by fostering collaboration and motivation. However, successful implementation requires addressing challenges such as role ambiguity and conflict resolution.

METHODOLOGY

The research methodology for the current study used a qualitative research design and the study further explored the impact of team based organizational structures such as the one adopted by Vodafone Ghana on production efficiency based on human relations theory.

Research Design

The study used case study approach with the advantage of providing an understanding of a contemporary in its natural setting as suggested by Yin (2018). The use of case study enables a broad consideration and evaluation of Vodafone Ghana's team-based organizational structure and its consequences towards effective functioning.

Data Collection

The study employed a structured questionnaire as the primary data collection instrument. The questionnaire was designed to capture respondents' perceptions of team-based organizational structures and their impact on operational efficiency. To ensure ease of access and a wider reach, the questionnaire was administered through an online survey using Microsoft Forms in Teams and Google Forms. This method facilitated efficient data collection, allowing participants to respond at their convenience while minimizing geographical constraints.

The survey link was disseminated via email and professional networks, specifically targeting employees within Vodafone Ghana who are directly involved in team-based operations. To enhance response rates, a follow-up

reminder was sent to potential respondents after one week. In total, 522 responses were received, out of which 512 responses were deemed valid for analysis after data cleaning and removal of incomplete submissions, resulting in a response rate of 98%. The survey utilized validated scales and measures derived from existing literature on human relations theory and organizational behavior (Northouse, 2021).

Ethical Considerations

Prior to data collection, Participants were informed of the voluntary nature of the study, and consent was obtained before they proceeded with the questionnaire. To maintain confidentiality and anonymity, no personally identifiable information was collected, and responses were securely stored and used solely for research purposes. Participants had the right to withdraw at any stage without providing justification.

Data Analysis

The survey data was analyzed using descriptive and inferential statistics, OLS regression modeling. These analyses aided in identifying relationships between the team-based structure, employee motivation, job satisfaction, and operational efficiency metrics (Chyhryn et al., 2019). To establish a foundational understanding of the relationship between team-based organizational structure characteristics and operational efficiency, we propose a baseline model. This model serves as a starting point for further analysis. Baseline

The baseline model equation can be represented as:

$$OP = \beta_0 + \beta_1 CDD + \beta_2 GPO + \beta_3 SA + \beta_4 DSE + \beta_5 OC + \beta_6 FL + \epsilon$$

Where *OP* represents efficiency in task completion, *CDD* is collaborative decision-

making, *GPO* is goal and project orientation, *SA* is shared accountability, *DSE* is diverse skills and expertise, *OC* is open communication, and *FL* is flexibility. The coefficients β_1 through β_6 quantify the impact of each variable on operational efficiency, while β_0 is the intercept and ϵ is the error term

Data sources

A Likert scale quantitative questionnaire data was utilized in our study to determine the values of the following variables: Efficiency in Task completion (OP), Collaborative Decision making (CDD), Flexibility (FL), Goal and project orientation (GPO), Shared accountability (SA), Diverse skills and Expertise (DSE) and Open communication (OC). A questionnaire adopted from Creswell et al (2018) was modified and used to gather first hand data from targeted respondents.

All variables used in the study is described and summarized in Table 1 below.

Table 1. Description of Variables.

Variables	Symbol	Definition
Dependent Variable		
Efficiency in Task Completion	OP	Teams' ability to complete tasks and projects efficiently, with minimal delays or bottlenecks. Measured using OLA (Operational Level Agreement) detailing agreed timelines and completion level (1-5 scale). Measured using the OP scale to assess efficiency in task completion.
Independent Variables		
Collaborative Decision Making	CDD	Decisions are made through collaborative discussions within the team, leveraging diverse perspectives and expertise. Measured on a scale of 1-5.
Goal and Project Orientation	GPO	Teams are formed around specific goals, projects, or products, with a clear focus and purpose. For this study, it refers to the team's specific orientation or purpose. Measured on a scale of 1-5.

Shared Accountability	SA	Measured on a scale of 1-5 to assess the level of shared accountability within the team.
Diverse Skills and Expertise	DSE	A set of abilities and specialized knowledge that includes a wide range of technical, interpersonal, and creative competencies. Measured on a scale of 1-5.
Open Communication	OC	Measured on a scale of 1-5 to assess the level of openness in communication within the team.
Flexibility	FL	Measured on a scale of 1-5 to assess the level of flexibility within the team.

RESULTS AND DISCUSSION

Table 2: Descriptive statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
Efficiency in Task completion (OP)	512	4.557	0.769	1	5
Collaborative Decision Making (CDD)	512	4.621	0.591	1	5
Flexibility (FL)	512	3.885	0.473	1	5
Goal and project orientation (GPO)	512	4.799	0.528	1	5
Shared Accountability (SA)	512	3.959	0.987	1	5
Diverse skills and Expertise (DSE)	512	4.816	0.474	1	5
Open communication (OC)	512	4.486	0.6	1	5

The following table presents means for seven variables aligned with organizational behavior and performance that was collected from 512 observations.

High Mean Scores: The majority of the variables in the study have a mean score of more than 4, which shows fairly positive perceptions regarding factors such as the efficiency with which tasks are accomplished, decision making involvement, goal direction, range of skills as well as experience, and communication. Standard deviations vary between 0.473 to 0.987 with level of agreement ranging from responses of the respondents. Out of all the aspects, shared accountability has the highest variability, meaning that people have different opinions over it.

Range of Scores: All the parameters rise from 1 to 5 therefore proving that although there are high tendencies towards a high overall rating, there are low tendencies proving that there are things that have to be worked on.

These figures provide a glimpse of an organization's behavior and performance, particularly in terms of a sign of successful task completion, engagement in decision making, exhibiting programs and goals, and having specific knowledge and expertise; however, these reflect aspects like flexibility and personal responsibility that require development.

Table 3: Characteristics of the team-based Organizational Structure on Operational Efficiency in Vodafone Ghana

Variable	Coefficient (Coef.)	t-value	p-value	Significance
Collaborative Decision Making	0.293	3.82	0	***
Flexibility	0.392	3.91	0	***
Goal and Project Orientation	0.608	5.11	0	***
Shared Accountability	0.236	6.19	0	***
Diverse Skills and Expertise	0.322	3.03	0.003	***
Open Communication	0.263	4.14	0	***
Constant	-4.908	-6.11	0	***

Mean Dependent Variable	4.557	Standard Deviation (SD)	0.769
R-squared	0.585	Number of Observations	512
F-test	73.376	Prob > F	0
Akaike Information Criterion (AIC)	746.465	Bayesian Information Criterion (BIC)	776.134
*** p<.01, ** p<.05, * p<.1			

The R-squared of 0.585 shows that approximately 58.5% of the changes in task completion efficiency is explained by the team-based characteristics including collaborative decision making, flexibility, goal and project orientation, shared accountability, diverse skills and expertise, and open communication.

The F-test value of 73.376 with a p-value of 0.000 indicates that the overall model is statistically significant, meaning that at least one of the predictors is significantly related to task completion efficiency. The AIC and BIC values provide measures of the model fit, with lower values indicating a better fit. These values are useful for comparing different models.

The regression analysis demonstrates that all six predictors (collaborative decision making, flexibility, goal and project orientation, shared accountability, diverse skills and expertise, and open communication) positively and significantly influence the efficiency of task completion. The model explains a substantial portion of the variance in task completion efficiency, highlighting the importance of these factors in operational efficiency and organizational performance.

This regression analysis shows that all the predictor variables, namely collaborative decision making, flexibility, goal and project orientation, shared accountability, diverse skills and expertise, and openness in communication, have a positive and statistically significant coefficient on the criteria variable, namely efficiency of task completion. They provide insight into many aspects of task performance and are also found to account for a significant variance in the efficiency of task completion, therefore underlining the significance of these factors in the operational effectiveness and organizational performance.

Table 4: Characteristics of the team-based Organizational Structure on Operational Efficiency: Male Employees Perspective

Efficiency in Task completion	Coef.	St.Err.	t- value	p-value	Sig
Collaborative Decision Making	0.238	0.119	2.01	0.046	**
Flexibility					
Goal and project orientation	0.507	0.138	3.68	0	***
Shared Accountability	0.616	0.246	2.5	0.013	**
Diverse skills and Expertise	0.274	0.052	5.28	0	***
Open communication	0.324	0.187	1.73	0.085	*
Constant	0.321	0.085	3.78	0	***
Mean dependent var	-5.579	1.402	-3.98	0	***
R-squared	4.589	SD dependent var			0.753
F-test	0.649	Number of obs			285
Akaike crit. (AIC)	52.034	Prob > F			0
*** p<.01, ** p<.05, * p<.1	361.593	Bayesian crit. (BIC)			387.161

The subsequent steps of data analysis include the regression analysis, which indicates that some characteristics of the team improve the effectiveness of male employees in completing their assigned tasks. Some of the key characteristics include decision making integration, adaptability, goals and projects approach, joint

responsibilities, range of skill sets, and communication across the teams. All these factors enhance the efficiency of operation and directly impact the organization in question.

Entering these predictors reduces the analysis of variance for efficiency in completing the task by nearly half, emphasizing the significance of these aspects in a male-centered context. This underlines the importance of leadership in encouraging collaborative decision-making, flexibility, goal and project, accountability, skills and know-how and communication, formed within operations for achieving better outcomes. It therefore became evident that if these areas of work are well addressed then organization gains a lot of effectiveness in its overall performance specially the teams with mostly male workers.

This underlines the importance of purposeful work towards development of those microfeatures of teams so that effectiveness of tasks and operational performance could be optimized.

Table 5: Characteristics of the team-based Organizational Structure on Operational Efficiency: Female Employees Perspective

OP	Coef.	St.Err.	t-value	p-value	Sig
CDD	0.338	0.108	3.14	0.002	***
FL	0.354	0.142	2.5	0.013	**
GPO	0.636	0.122	5.2	0	***
SA	0.211	0.056	3.79	0	***
DSE	0.335	0.143	2.34	0.02	**
OC	0.148	0.104	1.42	0.156	
Constant	-4.497	1.013	-4.44	0	***
Mean dependent var	4.515	SD dependent var	0.789		
R-squared	0.527	Number of obs	227		
F-test	31.392	Prob > F	0		
Akaike crit. (AIC)	379.842	Bayesian crit. (BIC)	403.817		
*** p<.01, ** p<.05, * p<.1					

Accordingly, the assessment reveals that at Vodafone Ghana, an increased level of team-based organizational structure characteristics including decision-making processes, flexibility, goals and projects, accountability, and more heterogenous skills and expertise improves organizational performance in response to the study questions among the female participants. The results indicate that the model is sound and the operational efficiency is moderately accounted for by the indices; consequently, the model as a whole has a statistically significant fit. This implies that the enhancement of these essential characteristics is likely to enhance relative work productivity on tasks in a female-oriented environment.

Table 6: Characteristics of the team-based Organizational Structure on Operational Efficiency: New Employees Perspective

Efficiency in Task completion	Coef.	St.Err.	t- value	p-value	Sig
Collaborative Decision Making	0.136	0.099	1.38	0.168	
Flexibility	0.32	0.118	2.71	0.007	***
Goal and project orientation	0.835	0.127	6.58	0	***
Shared Accountability	0.186	0.034	5.49	0	***
Diverse skills and Expertise	0.377	0.155	2.43	0.015	**
Open communication	0.171	0.052	3.28	0.001	***
Constant	-4.615	1.092	-4.23	0	***

Mean dependent var	4.65	SD dependent var		0.659
R-squared	0.628	Number of obs		63
F-test	53.591	Prob > F		0
Akaike crit. (AIC)	487.73	Bayesian crit. (BIC)		516.769
*** p<.01, ** p<.05, * p<.1				

The analysis highlights that flexibility, goal and project orientation, shared accountability, diverse skills and expertise, and open communication significantly enhance the efficiency of task completion among new employees at Vodafone Ghana. Collaborative decision making, while positively correlated, does not show a statistically significant impact in this context. The model is robust, explaining a significant portion of the variance in task completion efficiency, indicating the critical role these team-based characteristics play in the operational efficiency of new employees

Table 7: Characteristics of the team-based Organizational Structure on Operational Efficiency: Experienced Employees Perspective

Efficiency in Task completion	Coef.	St.Err.	t- value	p-value	Sig
Collaborative Decision Making	0.31	0.078	3.97	0	***
Flexibility	0.396	0.107	3.7	0	***
Goal and project orientation	0.576	0.114	5.06	0	***
Shared Accountability	0.195	0.042	4.63	0	***
Diverse skills and Expertise	0.309	0.112	2.75	0.006	***
OC	0.194	0.073	2.68	0.008	***
Constant	-4.289	0.849	-5.05	0	***
Mean dependent var	4.601		SD dependent var		0.719
R-squared	0.562		Number of obs		449
F-test	58.923		Prob > F		0
Akaike crit. (AIC)	660.807		Bayesian crit. (BIC)		690.009
*** p<.01, ** p<.05, * p<.1					

The analysis demonstrates that several team-based organizational structure characteristics significantly influence the efficiency of task completion among experienced employees at Vodafone Ghana. Collaborative decision making, flexibility, goal and project orientation, shared accountability, diverse skills and expertise, and open communication all have significant positive impacts on operational efficiency. The model is robust, explaining a substantial portion of the variance in task completion efficiency, indicating the critical role these characteristics play in enhancing operational efficiency among experienced employees

DISCUSSION

The findings from this study provide valuable insights into the characteristics of team-based organizational structures and their impact on operational efficiency across different employee perspectives. The results highlight the importance of several key factors, including collaborative decision-making, flexibility, goal and project orientation, shared accountability, diverse skills and expertise, and open communication.

Collaborative decision-making emerges as a significant predictor of operational efficiency across various employee perspectives. This aligns with existing literature, which suggests that teams that make decisions collectively tend to perform better due to the pooling of diverse perspectives and expertise (Handoyo et al., 2023). However, it is noteworthy that collaborative decision-making was less impactful for new employees, possibly due to their limited integration into team dynamics. This finding underscores the need for

organizations to ensure that new employees are effectively integrated into decision-making processes to maximize their contributions.

Flexibility is consistently shown to be a strong predictor of operational efficiency, indicating that adaptable teams perform better. This is consistent with research emphasizing the importance of flexibility in responding to changing market conditions and internal challenges (Sofik Handoyo et al., 2023). Flexibility allows teams to adjust their strategies and operations quickly, which is crucial in dynamic environments.

Goal and project orientation has the most significant positive impact on operational efficiency across all perspectives. This finding supports existing literature, which highlights the importance of clear objectives in guiding team efforts and enhancing performance (Iranmanesh et al., 2021). Clear goals provide direction and focus, ensuring that team activities are aligned with organizational objectives.

Shared accountability is crucial for operational efficiency, as teams with shared responsibility tend to perform better. This aligns with studies emphasizing the role of shared accountability in fostering a culture of responsibility and teamwork, leading to improved outcomes (Sofik Handoyo et al., 2023). Shared accountability encourages team members to work together towards common goals, reducing blame and enhancing collaboration.

Diverse skills and expertise positively impact operational efficiency, suggesting that teams benefit from a range of competencies. This finding is consistent with research highlighting the benefits of diversity in teams, including enhanced creativity and problem-solving capabilities

(Indeed, 2024). Diverse teams can tackle complex problems from multiple angles, leading to more innovative solutions.

Open communication significantly enhances operational efficiency, indicating that transparent communication is vital for effective team performance. This supports existing literature, which emphasizes the role of open communication in facilitating collaboration and decision-making (Upcore Technologies, 2024). Open communication ensures that all team members are informed and aligned, reducing misunderstandings and improving overall performance.

Comparing the results across different employee perspectives reveals some interesting patterns. Goal orientation consistently emerges as a strong predictor of operational efficiency across all groups. However, collaborative decision-making was less significant for new employees, possibly due to their limited experience or integration into team dynamics. Open communication was significant across all perspectives, highlighting its universal importance for team performance

SUMMARY OF DISCUSSION

The discussion shows that organizational design, provides clear added values to operational efficiency that is decision making, flexibility, goal and project orientation, shared accountability, oriented skills & knowledge, open communication.

In addition, there is strong evidence from the regression analysis revealing that all the six variables enhance the efficiency of task completion. This highlights the importance, team-based organizational structure characteristics hold in directly contributing to operating effectiveness and organizational productivity and this is in agreement with similar works by Hanaysha (2016) which indicates the significance of Team based structures and team work in contributing to commitment and productivity

Consequently, the research main drivers of Organizational performance highlight the significance of empowering collaborative choice-making, flexibility, a clear and shared purpose and project focus, shared responsibility, task different skill and knowledge utilization, and proper communications within groups in

order to attain efficient Organizational operation (Handoyo et al., 2023; Nedović, M., & Božinović, D. 2013). By applying these findings, organizations can identify specific improvement approaches that can spearhead positive changes in productivity and performance in departments, departments, and other organizational subunits especially in relation to different types of employees and teams.

CONCLUSION

The study carried out helps to explain how team work in organizations affects the working output of organizations with team-based structures. Having analyzed all the aspects of the given subject area, one is able to conclude that considerate decision making as well as flexibility, goal and project orientation, shared responsibility, variety of staff skills and knowledge, and communication openness are key to the success of any operations.

Decisions made in a collaborative manner encourages employees input hence encouraging and enhancing a culture of effective and timely decision making in organizations. Flexibility offers the means for teams to move fast enough to respond to conditions, and this maximizes usefulness in getting things done (Ononiwu et. al, 2024). Clarity of goal and project focus offers a direction for the teams hence offers the focus towards a set agenda or objectives (Rahul, 2024). According to Abson et. al (2024), there are many benefits that come with shared accountability some of which include, the development of team ownership where all team members hold themselves accountable to deliver on their responsibilities.

In addition, a variety of skills and backgrounds shape teams, nurtures variety and creativity in firm capabilities by enhancing problem solving (Nguyen et al, 2024). As one of the main components of business communication, open communication plays an important role as it establishes the foundation for sharing information and knowledge, gives and receives feedback, and builds a transparent working environment for the teams. Altogether, the distinctions in the team-based characteristics of an organizational structure play a unique part in positively impacting the operational efficacy by increasing the effectiveness in the usage of resources and decisions, promoting team work, and organizational success (Kusuma et. al, 2024).

Hence, the companies that invest in and encourage such valuable characteristics and behaviors at the same hierarchical level of their team-based work structures can fairly expect an enhanced organizational performance, operational effectiveness and overall competitiveness within the current context of the fast-changing business environment.

Policy Implication

Managers need to ensure that there are policies and procedures for making decisions in teams, secure working arrangements, clear measures that relate goals and projects to organizational objectives, accountability structures, utilization of multiple skill or expertise and communication protocols within teams. (Al Wahid et. al, 2024) This can be done through: Enabling Team-Based Organizational Structure Enhancement Program; The Program, needs to include the following.

Formulate assignments or tasks based on the intention of improving the team-based organizational structures within the organization (Magana et. al, 2024). In respect to the program, it should encourage the principles such as decision-making integration, adaptability, goal and project perspective, mutual responsibility to management, variability of abilities and knowledge among the team members, as well as having freedom of conversation.

Ensure that talent management best practices are implemented to ensure that teams receive the necessary training and skills needed to develop solutions to problems as well as improve communication and understanding of goals (Igbinenikaro et al. 2024).

Promote acceptance, respect and accountability within the team for improved utilization of skills for efficiency and productivity.

Continuously assess the results of the program in order to determine good points, critical points, positives, and negatives that would lead to optimization of the given program for operations (Jonsson et. al, 2024).

The implementation of such a program can bring about better team interactions, greater system productivity, and the overall organizational outcomes (Popoola et.al, 2024).

RECOMMENDATIONS FOR FUTURE RESEARCH

Comparative Analysis Across Industries

Future studies should compare the effectiveness of team-based structures across different industries, such as telecommunications, banking, and manufacturing. This would help identify industry-specific factors that influence team dynamics and operational efficiency.

Role of Digital Technology in Team-Based Organizations

With the rise of digital transformation, future research should examine how technology such as AI-driven collaboration tools, remote work software, and data analytics enhances or challenges the effectiveness of team-based structures.

Cultural and Regional Influences on Team-Based Efficiency

Investigating how cultural and regional differences impact team-based structures can provide valuable insights for multinational companies. Research could explore how leadership styles, communication norms, and employee expectations vary across geographical locations.

Team-Based Structures in Crisis Management and Resilience

Future studies should assess how team-based organizations respond to crises, such as economic downturns, global pandemics, or cybersecurity threats. Understanding how teams adapt and maintain efficiency during disruptions would be valuable for organizational risk management

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