



17th International Conference
December 5-7, 2024 in Osaka, Japan

A STUDY ON THE ROLE OF TEAMWORK AMONG SCHOOL ADMINISTRATORS

Kornnaphat Juthasin

Student of Master in Educational Administration, Suan Sunandha Rajabhat University

E-mail: s66561802025@ssru.ac.th

Abstract

Teamwork is the cornerstone of accelerating an organization toward a desired goal smoothly. Modern school administrators should encourage their educational staff to realize the importance of job participation and prepare themselves professionally for the long run.

Keywords: Teamwork, School administrators

Introduction

Teamwork is a fundamental basis for success in the management of school administrators. Whether or not goals are achieved depends on various factors that influence teamwork. However, the success of any management process cannot be realized without cooperation from all personnel in the organization who work together as a team. Therefore, teamwork is a crucial factor that administrators should prioritize. All work requires collaboration among various personnel to ensure that the organization can operate efficiently and effectively.

Teamwork arises from the idea that individuals possess different abilities. When these individuals are brought together, they form a group with diverse knowledge and skills. If tasks are appropriately divided, responsibilities are clearly defined, and an effective communication system is established, the work can achieve its goals and enhance efficiency. Promoting teamwork is considered one of the essential techniques for organizational development. Modern human resource management has focused significantly on teamwork, as collaboration within the organization leads to greater efficiency and smooth operations.

Cooperation and participation in work are vital management techniques that both administrators and team members must understand deeply to appreciate the effectiveness of teamwork. For these reasons, administrators and teachers should pay attention to and emphasize the study of effective teamwork, which will serve as a primary guideline for promoting collaboration and maximizing work efficiency, ultimately leading them toward becoming professional administrators. (Pairoj Balun, 2008: 21)

Teamwork

Definition of Teamwork

According to Sumet Ngamkanok (2008: 12), teamwork refers to the collaborative effort of members who are more than one person, where all members share a common goal and must mutually accept the tasks at hand. There is a collaborative planning process involved. Teamwork utilizes a group to perform tasks, and this team is considered a special type of group where members are committed to a shared goal, exercising joint leadership in their work.

Mallika Vichchukrongkrath (2010: 11) defines teamwork as the collaboration of two or more individuals who come together to engage in activities with a common objective. Members support and assist one another, utilizing their skills and experiences to work to their fullest potential, while coordinating effectively to solve various problems and develop the organization to achieve the team's ultimate goals.

Johnson and Johnson (2003: 435) describe teamwork as a group of individuals who have a relationship with one another, coming together to work towards achieving predetermined goals collaboratively.

Robbins (2007: 258) defines teamwork as the collaborative effort of a group of individuals to achieve success, with the outcomes being the shared accomplishments of all members involved, rather than the success of any single individual.

Summary

In summary, teamwork refers to a group of individuals, starting from two people, coming together with close relationships. They communicate with one another, support each other, and leverage their skills and experiences to work at their highest capacity. This collaboration aims to solve problems and develop the organization to achieve shared goals effectively, while ensuring that all team members find satisfaction in their work.

The Importance of Teamwork

Arisara Umsin (2560: 12) stated that teamwork is crucial to the success of organizations, which require the full commitment of employees' knowledge and abilities. Teamwork plays a vital role in effectively carrying out missions during periods of organizational change, necessitating rapid adaptation in a competitive environment to ensure organizational advancement.

Woodcock and Francis (1994: 20) emphasized that the significance of teamwork lies in harnessing the individual capabilities of team members, which leads to better problem-solving than working alone. Teamwork is particularly important for tasks that involve creativity and require full dedication from employees. It is essential for problem-solving and fostering communication, thereby supporting effective and efficient mission execution. Teamwork can identify multiple solutions to problems based on shared interests, fostering awareness of individual perspectives and promoting patience and acceptance of differences. Achieving success through open-minded collaboration is a key factor in the effectiveness of teamwork.

In summary, teamwork is highly important for work success, as it involves interpersonal interactions and continuous promotion and development. For a team to succeed, it must comprise special abilities, knowledge, influence over organizational thinking, experience, and technical knowledge necessary for effective collaboration. The significance of coming together as a team lies in the fact that individual knowledge, abilities, and potential are limited. Therefore, individuals must unite to leverage their strengths and weaknesses, diverse knowledge, and skills to collectively solve problems for the benefit of both individuals and the organization.

Components of Teamwork

Amnuay Meesampra (2553: 78419) identified the essential components of teamwork as follows:

1. Homans' Theory of Collaboration: Homans developed a theory emphasizing that effective teamwork must include three fundamental components: activities, actions, and feelings. These elements are interconnected; the more members engage in group activities, the stronger their shared behaviors and feelings become. Members not only work closely together but also communicate, consult, coordinate, support each other, make decisions collectively, and strive for a common goal. This unity among members creates significant collective power.

2. Stogdill's Group Effectiveness Theory: Stogdill compiled various necessary components for collaboration into a theory known as the Group Effectiveness Theory, which outlines two key elements:

○ **Member Cohesion:** When individuals come together, they express themselves and interact, leading to expectations about outcomes. This interaction includes responding to one another, sharing opinions, and cooperating, which helps members feel satisfied with their involvement in the group, such as through shared goals or defined roles.

○ **Facilitating Structure:** Achieving the group's objectives requires a defined group structure that outlines members' roles and responsibilities. This includes formal structures that clarify positions and tasks, as well as defining decision-making authority. Group effectiveness emerges from members participating in activities, interacting, and expressing expectations based on the established group structure, which encompasses workload, morale, and unity among members.

Daft (1995: 473) noted three components of teamwork:

1. A team consists of two or more individuals.
2. Team members must engage in regular interactions.
3. Team members share objectives for their tasks, collaboratively designing their work to achieve common goals.

In summary, forming an effective team requires several key components: a minimum of two members working towards a shared goal, involvement in joint planning, open communication, interdependence, cooperation, and good interpersonal relationships, all facilitated by a team leader who understands their role in fostering teamwork.

Characteristics of an Effective Team

Supichaya Chaiyachotranan (2551: 80) outlined the characteristics of an effective team as follows:

1. **Shared Goals:** Team members must have common objectives that guide their efforts.
2. **Leadership:** Effective leadership is essential to inspire and guide the team.
3. **Mutual Trust:** Members need to trust one another to foster collaboration.
4. **Open and Courageous Communication:** Communication should be transparent, allowing members to express their thoughts and confront issues openly.
5. **Good Work Processes:** Teams should have efficient and effective processes in place to enhance productivity.
6. **Respect for Diverse Opinions:** Valuing different perspectives encourages creativity and inclusivity.
7. **Good Interpersonal Relationships:** Positive relationships among team members are crucial for a supportive environment.
8. **Mutual Support:** Team members should help one another, fostering a culture of collaboration.
9. **Constructive Conflict:** Healthy disagreements can lead to better solutions and innovation.
10. **Clear Understanding of Roles:** Each member should have a clear understanding of their individual responsibilities within the team.
11. **Active Participation:** All members should be engaged and contribute to the team's efforts.

These characteristics collectively contribute to the effectiveness and success of a team in achieving its goals.

Characteristics of an Effective Team

Arisara Umsin (2560: 20) states that for a team to work effectively, its members must trust each other, recognize each other's knowledge and abilities, and value one another. Good

interpersonal relationships and active participation in thinking, implementing, and problem-solving are essential, utilizing open two-way communication to achieve shared goals, which positively impacts the team's success.

Kanthana Saengthaep (2555: 15) emphasizes that an effective team leader is responsible for creating a conducive work environment, recruiting sufficient resources, and managing the team participatively. This includes motivating success, understanding objectives and goals clearly, collaboratively solving problems, supporting and listening to team members, and utilizing constructive conflict. Continuous review of work practices and self-development, along with understanding fellow team members, are vital for effective teamwork.

Romig (1996: 74) asserts that effective teamwork involves communication among team members, ensuring mutual listening and understanding of work-related issues. Team members must quickly address problems through collaboration, assisting one another in achieving the team's goals. This includes appropriate coordination and planning in individual responsibilities to reach effective outcomes. Additionally, fostering creativity to innovate work processes, encouraging new ideas to address challenges, and continuously improving work practices to enhance quality and efficiency are essential.

In summary, effective teamwork requires consistent communication, collaboration, innovation in problem-solving, and ongoing improvement of work processes. This leads to the successful achievement of goals and the development of creative solutions that enhance overall team effectiveness.

Teamwork According to Romig's Concept

Romig (1996: 74) emphasizes that effective communication among team members is crucial for mutual understanding and timely problem-solving. This requires openness in sharing information and encouraging team members to freely exchange relevant insights regarding work challenges. Diverse perspectives within the team can enhance productivity, and communication must be two-way to ensure correct implementation of tasks.

Davis (1998: 183) highlights that communication is a key variable in organizational studies. Since individuals come from various backgrounds to work together, effective collaboration hinges on strong communication. Any breakdown in communication can lead to significant issues in workflow. Therefore, straightforward communication processes among team members are essential for clarity in work methods, ensuring timely and accurate information sharing.

Thongthipha Wiriya-pant (2551: 33) states that collaboration allows team members to actively participate in work. Each member must take responsibility, willingly cooperate, share common views, and align efforts towards decision-making and oversight. This collective approach is vital for maximizing organizational effectiveness.

Maylor (1999: 110) further asserts that collaboration involves shared responsibility throughout all stages of work. It fosters teamwork, coordination, and mutual accountability, providing opportunities for members to contribute their ideas and skills. Successful organizational management relies heavily on people as the primary resource. Full collaboration among team members creates a cooperative work atmosphere. Without such cooperation, disagreements and conflicts can arise, making it challenging for the team to achieve success.

In summary, collaboration in teamwork involves members supporting one another in their tasks, jointly developing action plans, evaluating performance, and solving problems to achieve shared goals. This spirit of cooperation is essential, irrespective of group boundaries, fostering a willingness to work together towards success.

Coordination

Chatchathanan Thamjinda (2552: 74) defines coordination as the organization of work processes to unify various tasks, utilizing leadership to ensure that different departments collaborate effectively without redundancy or conflict. This approach helps facilitate smooth operations and achieve the highest outcomes in line with the organization's objectives and policies.

Nathya Sintrakanpol (2553: 34) emphasizes that coordination involves aligning work methods so that different departments operate in harmony, avoiding overlapping or conflicting tasks. This alignment is crucial for maintaining a seamless workflow that adheres to the organization's objectives and policies.

Nolan (1998: 117) notes that coordination requires individuals to depend on one another in a systematic and clear manner. This involves employing appropriate and diverse methods of coordination to achieve success.

In summary, effective coordination fosters positive interpersonal relationships and morale among personnel. It encourages mutual support, clearly defines roles and responsibilities, and involves appropriate planning for work processes. Systematic guidelines for operations and regular meetings to discuss progress and address challenges are essential for successful coordination.

Creativity

Kriangsak Charoenwongsak (2553: 24) defines creativity as the ability to generate new and different ideas that have not been seen before, providing practical benefits beyond existing solutions.

Suwit Moolka (2553: 47) highlights that creativity involves collaboration and diverse methods to achieve success. This includes participating in study visits and seminars to gain new insights, collectively addressing problems creatively, and producing new work that benefits the organization.

Guilford (1967: 138) describes creativity as an individual's problem-solving ability that leads to the generation of new ideas, which can be applied effectively. Creative thinking encompasses multiple perspectives.

Romig (1996: 74) asserts that creativity enables team members to innovate and address challenges in ways that differ from existing tasks. Creative thinking allows individuals to recognize various important aspects, with stimuli prompting new ideas to tackle problems practically, thereby enhancing productivity and improving work processes.

In summary, creativity is characterized by collaboration among team members employing diverse methods to achieve success. This includes engaging in learning opportunities, sharing innovative ideas, and collectively solving problems. Through this cooperative spirit, teams can develop new and beneficial work, driving innovation and improving organizational outcomes.

Continuous Improvement

Sini Sangrasamee (2553: 60) defines continuous improvement as the ongoing self-assessment of work deficiencies and the integration of new knowledge to enhance work processes consistently.

Puangrat Kesornpaet (2557: 10) emphasizes that continuous improvement involves applying knowledge gained from training and study visits to enhance work quality and design innovative outputs that remain suitable over time.

Larson and Lasfasto (1989: 185) describe continuous improvement as the ongoing development of work quality by applying existing knowledge to enhance work processes' efficiency.

Romig (1996: 74) states that continuous improvement focuses on refining work processes and developing tasks to reduce completion time while enhancing quality and creatively redesigning work for better suitability. This approach encourages personnel to learn from their mistakes.

In summary, continuous improvement provides opportunities for team members to think outside the box, encouraging lifelong learning. It supports a focus on quality and motivates personnel to apply knowledge from training to enhance work quality. Regular self-assessment of performance encourages staff in educational institutions to elevate their work efficiency.

Conclusion

Teamwork arises from the understanding that individuals possess diverse skills and capabilities. By bringing these individuals together, organizations can harness varied knowledge and skills. Effective division of labor, clear role definition, and appropriate communication systems can enhance productivity and achieve organizational goals, thus fostering teamwork.

Promoting teamwork is a vital organizational development strategy, and modern human resource management emphasizes its importance. Collaborative efforts within an organization lead to smoother and more efficient operations. Understanding the effectiveness of teamwork is essential for both managers and team members. Therefore, it is crucial for leaders and educators to prioritize studying effective teamwork practices, as this will be a primary strategy for enhancing collaborative efforts and achieving maximum productivity, ultimately preparing them to become professional leaders.

References

- Amnuay Meesomsab. (2010). A study of the relationship between teamwork and academic management in educational institutions under the Phra Nakhon Si Ayutthaya Education Service Area Office, District 1. Master's thesis in Educational Administration. Phra Nakhon Si Ayutthaya: Graduate School, Phra Nakhon Si Ayutthaya Rajabhat University.
- Johnson, D.W. & Johnson, F.P. (2003). *Joining Together: Group Theory and Group Skills*. 7th ed. New York: Pearson Education.
- Apinan Thongkot. (2010). Teamwork in basic education institutions under the Nong Khai Education Service Area Office, District 1. Master's thesis in Educational Administration. Khon Kaen: Graduate School, Isaan University.
- Arissara Umsin. (2017). A study of teamwork among teachers in educational institutions under the Secondary Education Service Area Office, District 17. Master's thesis in Educational Administration. Lopburi: Graduate School, Rambhai Barni Rajabhat University.
- Aruneewadee Ruenrom. (2010). Teamwork of civil servants in Rayong Witthayakom School under the Rayong Education Service Area Office, District 1. Master's thesis in Educational Administration. Chonburi: Graduate School, Burapha University.
- Atchara Chununwong. (2010). A study of teamwork among school administrators according to teachers' opinions in private vocational schools in Rayong Province. Master's thesis in Educational Administration. Chanthaburi: Graduate School, Rambhai Barni Rajabhat University.

- Kamsamarn. (2010). A study of teamwork among personnel in schools under the Bangkok Metropolitan Region Education Office, District 1. Master's thesis in Educational Administration. Phitsanulok: Graduate School, Naresuan University.
- Kanjana Mangkhalakee. (2009). Components of teamwork affecting the effectiveness of schools under the municipality of Nakhon Phanom. Master's thesis in Educational Administration. Nakhon Phanom: Graduate School, Nakhon Phanom University.
- Kanthana Saengthep. (2012). A study of teamwork conditions in vocational education institutions in Phetchabun Province. Master's thesis in Educational Administration. Phitsanulok: Graduate School, Naresuan University.
- Lakphong Kosa-saeng. (2010). Teamwork among civil servants and educational personnel in primary schools in Soi Dao District, Chanthaburi Education Service Area Office, District 2. Master's thesis in Educational Administration. Chonburi: Graduate School, Burapha University.
- Lamthian Khao-ach. (2016). Teamwork of teachers in schools providing opportunities in Mueang Trat District under the Trat Primary Education Service Area Office. Master's thesis in Educational Administration. Chonburi: Graduate School, Burapha University.
- Larson, G. & Lasfasto, V. (1989). *Improving Continuously and Systematically*. Newbury Park: McGraw-Hill.
- Mallika Vichchukrong-inkrat. (2010). A study of teamwork among teachers in the Chonburi Municipality. Master's thesis in Educational Administration. Chonburi: Graduate School, Burapha University.
- Pimlak Seksan Khammuangpan. (2009). Teamwork in basic education institutions under the Nong Khai Education Service Area Office, District 2. Master's thesis in Educational Administration. Chonburi: Graduate School, Burapha University.
- Pojanart Chiamjit. (2011). Teamwork behaviors of administrators affecting academic management in educational institutions under the Prachuap Khiri Khan Education Service Area Office, District 1. Master's thesis in Educational Administration. Phetchaburi: Graduate School, Phetchaburi Rajabhat University.
- Renu Cheusad. (2008). *Organizational behavior*. Bangkok: Duangkamol. (2009). Academic teamwork among teachers in schools under the Chiang Mai Municipality. Master's thesis in Educational Administration. Chiang Mai: Graduate School, Chiang Mai University.
- Romig, D. (1996). *Breakthrough Teamwork: Outstanding Results Using Structured Teamwork*.
- Thananda Prajongjai. (2014). The relationship between transformational leadership and teamwork according to the opinions of teachers in educational institutions under the Trat Primary Education Service Area Office. Master's thesis in Educational Administration. Chanthaburi: Graduate School.
- Thepin Jaroosuk. (2011). Guidelines and methods for developing teamwork among teachers at Sarasas Witaed Chiang Mai School. Master's thesis in Educational Administration. Chiang Mai: Graduate School, Chiang Mai University.
- Woodcock, M. & Francis, D. (1994). *Team Building Strategy*. New Hampshire: Gower.
- Woodcock, M. (1989). *Team Development Manual*. Brookfield, Vermont: Gower.