



Teamwork in the Perspective of Islamic Education Management

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Abstract

Teamwork in Islamic education management is so urgent. This is because it is one of the things that determines whether or not the process of implementing Islamic education runs, which in turn will determine whether or not the goals that have been designed are achieved. In this study, researchers conducted a library research method. Here the researcher searches for literature in the form of books, research results, and journals, both national and international, related to the topic being studied. From the results of the study conducted, several important findings were found, including: First: the benefits of teamwork include the emergence of responsibility for quality management, time utilization, overseeing management, channeling information, in education management. Teamwork is beneficial for service users, students will be able to access information more easily, increase members' understanding, and can foster trust for its members. Second, optimizing the role of teamwork, providing opportunities to solve problems, involving all staff, training in problem-solving methods, supervision and providing rewards. Third, the Quran hints at the importance of teamwork, such as the example of the bee organization, so that the Quran enshrines the name An-Nahl in the letter, while the apostle in his history has translated teamwork when carrying out the migration strategy.

INTRODUCTION

Talking about management, it cannot only talk about leaders, because management does not consist of only one person, but involves various people in it who have their own important roles, where these people work together and synergize with each other in achieving organizational goals, thus in management it cannot be separated from teamwork or teamwork (Hasanah, 2020; Irsan & Sani, 2018; Siregar & Usriyah, 2021). Teamwork is one of the important elements in creating a quality education management or total quality management in education (Priarni, 2017; E. Psomas & Antony, 2017; Umar & Ismail, 2018). In this case Andrea Mc Illroy said "Under total quality management personal empowerment is enhanced and quality objectives are achieved through teamwork. The above expression provides an understanding that a quality management through quality human empowerment will only be obtained through teamwork (Handoyo et al., 2021).

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This is because teamwork is one of the things that determines whether or not the process of implementing management operations runs, which in turn will determine whether or not the goals that have been designed are achieved (Salam & Syaifuddin, 2023). If a team in its operations does not run effectively, then an organization certainly does not produce goals and objectives. Conversely, if the team can work together and can be managed properly, then the wheels of the organization in a management, especially Islamic education management, will certainly achieve their goals (Grunig et al., 2013; Perrow, 2019).

Therefore, the issue of managing teamwork must be the main focus in order to build quality education management. In this regard, the study of how to optimize the performance and synergy of teamwork in an organization requires an in-depth study, therefore this study tries to explore several important things regarding teamwork or team, some of the things that become the point of study here include the benefits resulting from teamwork, efforts to optimize good teamwork and Islamic education in viewing teamwork (Efendi & Sholeh, 2023; Rahmawati & Supriyanto, 2020).

METHODS

This study was conducted through extracting and collecting various kinds of information from various sources of literature in order to find the basic concept of Teamwork in the perspective of Islamic Education Management (Parlina et al., 2022; Sonia, 2021). In this study, researchers conducted a library research method. In this case, researchers search for literature in the form of books, research results, and journals, both national and international, related to the topic being studied, namely examining general theories and Islamic theories as the basis for the concept of teamwork in the perspective of Islamic education management (Assyakurrohim et al., 2022; Boell & Cecez-Kecmanovic, 2014; Chu, 2015; Murniyetti et al., 2016; Sari & Asmendri, 2020; Zafirah et al., 2018). In the literature study, various studies that have been conducted by previous researchers regarding the topic to be studied are also traced, to be used as material for analyzing the concept to be studied.

RESULT AND DISCUSSION

Teamwork according to Sarboini et al., (2017) said that teamwork is a form of group cooperation with complementary skills and is committed to achieving pre-agreed targets to achieve common goals effectively and efficiently. Meanwhile, teamwork according to the Colquitt et al., (2018) said that, “team process is a term that reflects the different types of communication, activities, and interactions that occur within teams that contribute to their ultimate and goals”. Team process is a term that reflects the different types of communication, activities, and interactions that occur within teams that contribute to their end and goals. Teamwork is when team members work together in achieving a main goal that encourages the utilization of skills to achieve a definite goal that has been set (Arif, 2013; McGrath, 2014; Nurhalim et al., 2023; Salas et al., 2015).

Furthermore, according to Marpaung, (2014) in his writing he defines: “teamwork is a group of people with different abilities, talents and experiences who come together to achieve a goal in one or more activities. Indicators are seen in cooperation, one goal, dialogue, delegation and organization”.

From several concepts about teamwork, as described above, it can be synthesized that teamwork is a process of cooperation in utilizing skills and facilitating the proficiency of teamwork in completing tasks with indicators: cooperation, complementarity, transition process, action process, mutual encouragement, interaction, mutual trust, and responsibility, so that the process carried out will produce the goals to be achieved (Fidalgo-Blanco et al., 2015; Yusuf

& alidin, 2023).

Benefits of teamwork in the implementation of Islamic education

Teamwork that is well managed will have a big impact on an organization's management, so that its sustainability can be guaranteed and the results achieved will be maximized as well (Rebelo et al., 2016; Suharjo et al., 2022). To see the benefits of teamwork, Sallis, (2014) in his book *total quality management in education*, mentions several benefits of good teamwork, including: responsible for the quality of management, responsible for the utilization of time, as a means to oversee the course of management, as a conduit of information to the management (Asif et al., 2013; Psomas & Jaca, 2016; Rahman, 2022).

One of the benefits of teamwork will certainly increase the sense of responsibility, the division of tasks given of course makes its members have a sense of belonging, therefore members feel that the progress and decline of an organizational activity is also inseparable from its role. This of course will move each member to always try to advance the organization (Chumaidah et al., 2023; Lasmi et al., 2021).

Furthermore, with teamwork, each member feels responsible for the use of time. Well-managed teamwork will always make the time used by an organization more effective. A task that is carried out is of course limited by time, therefore, the existence of teamwork will make its members responsible for the availability of time that has been determined (Badriyah et al., 2022; Ku et al., 2013). Another benefit is that teamwork will be a means of supervision, with teamwork, every program run in an organization will be evaluated by the members themselves, he will see the progress he has made, the existence of continuous evaluation like this will certainly be able to improve the quality that the organization wants to achieve (Loughry et al., 2014; Rangkuti, 2013).

Teamwork is also useful as a conduit for information. This is also recognized by McIlroy & Walker, (2013) who say as follows: To share information, skills and knowledge across organizational divisions, that teamwork will be a source of information. As it is known that in the body of the organization there are certainly continuous dynamics. With well-managed teamwork, the dynamics that occur for members will be important information for leaders to improve better quality (Putri & Renwarin, 2023; Ramli, 2017; Wu & Parks, 2023).

When associated with education management, service users, in this case, say students, will be able to more easily access information more easily, both in terms of time effectiveness, as well as open access from various elements. This is as stated by Hardjana, (2019) as follows: Students would benefit by having information staff available for consultation at convenient times). So, with good teamwork, a service user will get wide access to services.

Hardjana, (2019) in his book *Organizational Communication: Leadership Interaction Strategies*, says that there is a broad opportunity for the tasks assigned through teamwork that participates with each other, which will further increase the sense of responsibility and understanding of the problems to be faced. This implies that there are two benefits gained from teamwork, namely an increased sense of responsibility and an increased understanding of organizational members of the problems faced.

Meanwhile, other opinions such as Abbas in 2008 in his book *Higher Education Management: Some Notes* explains that teamwork that is well managed by management leaders will produce great benefits, where team members contribute many creative ideas in the process of implementing an organizational program. The emergence of creative ideas from organizational team members is certainly a great asset in finding new ideas in solving problems or achieving organizational goals (Carmeli et al., 2013; Proctor, 2010).

In addition, a leader who manages the team well by empowering team members to make decisions, then this is certainly good for building trust in an organization (Ciulla, 2020; Men & Stacks, 2013; Suprihanto, 2018). The trust felt by each group organization will provide new enthusiasm and high self-confidence from within team members to contribute even more. Related to the field of education, teamwork can affect learning effectiveness, increase motivation, increase creativity, effectiveness, efficiency, productivity, increase loyalty, can do problem solving, and increase leadership skills. Thus of course teamwork can help achieve educational goals (Albarada, 2019; Gandung et al., 2023; Mercader et al., 2021).

Efforts to create teamwork in managing Islamic education

As stated at the beginning of this discussion that teamwork is a barometer of the success of the process of a management in the organization. This means that the better the teamwork, the organization's goals will be achieved, on the other hand, if the teamwork is weak, the organization will certainly not run well and the organization's management goals will be difficult to achieve (Nahor et al., 2021). Therefore, teamwork must be managed as well as possible so that a high-quality teamwork is formed. A good teamwork is described by Sallis, (2014) including.

First, a good teamwork is a team that has a clear definition of the roles of its members, in which the roles and responsibilities are clear, such as who is the note-taker, the researcher, the external relations and so on. Second, a good teamwork is a team that has clear goals. A goal that is carried is not a lofty goal, but a down-to-earth goal, a goal that is feasible, possible to implement and has the ability to carry it out (Arsya et al., 2023; Driskell et al., 2018; Msulihah, 2016).

Third, a good teamwork is a team that has basic resources, this means that the team is people who have competence in their fields and have the opportunity to implement the program (Gunawan et al., 2020; Rohman, 2018). Not only experts in their fields, but also have technical abilities regarding the management of good teamwork mechanisms, in this case they must also have abilities such as: i) being able to initiate discussions, ii) seek information and opinions, iii) understand procedures to achieve goals, iv) can explain or parse ideas, v) conclude, vi) consensus, vii) can act as a moderator, viii) compromise in the face of differences, ix) able to reduce tension in the group, x) able to express the feelings of the group, xi) make the group agree to standards, xii) always guided by documentation and data, xiii) and willing to praise and correct members in a fair way, and accept complaints as well as praise (Sallis, 2014).

Fourth, a good teamwork is a team that has a clear work plan in translating the vision and mission that has been set (Kadarisman, 2019; Pristian & Hambali, 2019). Fifth, a good teamwork is a team that has a set of rules in work or work norms, where the rules are compiled by involving the members themselves, so that all members feel responsible for the rules they have made, this rule is certainly in order to keep the process of activities carried out in the team from deviating from the goals that have been set (Nst, 2019; Rubini, 2017). Sixth, a good teamwork is a team that has the tools to solve problems, so that team members can solve problems, it would be better if team members are given training on problem solving techniques such as brainstorming, mind maps, fishbone diagrams, decision trees etc. (Hasni & Jamilus, 2024; Zajac et al., 2021). Seventh, a good teamwork is a team that has an attitude. Therefore, it is necessary to develop good and useful team mental attitudes, such as empathy, patience, responsibility and so on (Iswahyudi et al., 2023; Post et al., 2014; Tseng & Yeh, 2013; Utari & Ardiansyah, 2023).

All of the above criteria are certainly an ideal teamwork that must be realized in a management. To realize it all, it is necessary to make a variety of good efforts, the following will try to put forward some smart efforts in an effort to optimize teamwork (Dyer Jr et al., 2013; Engkizar et al., 2022; Fernando et al., 2022; Izzulhaq

& Simanjuntak, 2022; Sandra et al., 2024). In order to optimize the role of teamwork, Sallis, (2014) suggests some important thoughts, including: providing opportunities to solve problems, teamwork must involve all staff, training in problem solving methods, good supervision (Hasan et al., 2022; Nancarrow et al., 2013).

Regarding the opportunity to solve problems by the team, this means that the team members involved in the organization must be enabled in the institution and must get the widest possible opportunity in decisive situations, such as having to make decisions and solve problems (Denhardt et al., 2018; Maujud, 2017). Therefore, a good leader should not make unilateral decisions without involving team members, but they must be involved together, so that members' self-confidence will emerge, and if self-confidence has grown, they will be able to optimize their potential to advance organizational programs (Amiruddin et al., 2020; Maharani, 2023).

Teamwork must also exist at all levels and must involve all staff. So in teamwork, it is not only limited by certain fields or in other words, not a linear field (Asrida et al., 2023; Istiyana, 2019; McEwan & Beauchamp, 2014; Siregar, 2018; Suwartini, 2017). In the context of curriculum management, for example, teamwork must also involve other people who are not in their field, such as student affairs and so on. This is important, besides being expected to accommodate their contributions, at least their presence can be an access to information for users (Susanti et al., 2024; Wahed, 2018). To improve team performance, team members also need to be trained in methodical approaches that are permanent and long-term. Training to have problem-solving skills in a team. Such as training using various problem solving techniques such as Brainstroming, fishbone charts, problem solving trees and so on (Munadzar, 2021; Soliman, 2020; Xu et al., 2018).

Some of the procedures and mechanisms that must be followed in teamwork above are certainly the main concern of a leader to continue to maintain its sustainability on an ongoing basis. In addition, teamwork also needs to be supervised so that it can carry out its duties well and contribute to something good. The existence of supervision to the team will basically motivate the team to work more optimally, because they feel cared for by their leaders (Damanik, 2021; Scaife, 2013).

In this supervision, it will certainly be even better if the supervision is followed by appropriate rewards as a form of appreciation for team members, it needs to be emphasized that rewards are not solely related to material rewards, but rewards can be with something abstract such as praise, appreciation and the like. Speaking of rewards, usually it is often juxtaposed with punishment, so in this case it needs to be emphasized that in principle, rewards are still preferred to punishments, maximizing rewards will minimize punishments, of course much better. Because this will make the team feel that working is something fun (Barrett & Toma, 2013; Rinjani, 2021).

To keep teamwork running well, a leader must certainly coordinate, this is important because coordination will be able to control various bad possibilities that might occur such as antagonistic conflicts, unhealthy competition, waste, different perceptions due to different approaches and implementation, or sectoral ego attitudes that stick out, and so on (Castelao et al., 2013; Julianto & Agnanditiya Carnarez, 2021). Thus, with continuous coordination, it is hoped that in teamwork there will be integration of various potentials in the team and synergize with each other so as to achieve the goals to be achieved. To realize this effort, of course, a leader must be able to explore the soul and tendencies of his members, for that he must have a high level of emotional intelligence, so that he can direct the organization according to the potential of his members (Araújo & Davids, 2016; Msulihah, 2016).

Teamwork in Islamic perspective

Talking about teamwork, Islam has basically given a fairly clear signal, although it does not specify how certain models and management systems. For example,

teamwork gestures are likened to bees, so that one of the letters in the Quran is called Surah al-An'am, while the hadith as an actualization of the contents of the Quran clearly in its history has made good teamwork. As one example of how teamwork was translated by the Prophet Muhammad when he was about to migrate to Medina in order to carry out the mission of maintaining the continuity of da'wah and the mission of da'wah expansion in the midst of threats and pressure from the infidels (Chaerudin, 2018).

In launching the heavy mission, the Apostle has geniusly carried out a hijrah strategy by forming a teamwork that is neatly arranged and systematic, at that time the Apostle in his hijrah mission involved various individuals who worked together to carry out their respective duties professionally, in carrying out his strategy, 'Aisha was given the task as a logistics division that prepared food, Abu Bakar was assigned as a security division that always accompanied the Prophet during hiding in Tsur Cave, while Abdullah bin Abu Bakar was appointed as the intelligence division in charge of conveying information to the apostle about developments that occurred around the infidels, then Amir bin Fuhairah the goat herder who was assigned to herd goats around the Tsur cave to trick the disbelievers of the Quraysh, and then the apostle appointed a man from the bani Abdi bin Adi who served as a trusted Guidance or guide even though he was not a Muslim (Jamil, 2015; Miyenda, 2014).

History records that the Apostle's strategy to migrate through neat, organized and systematic teamwork management above has proven to produce extraordinary results. What was exemplified by the Prophet Muhammad above is an example of modern teamwork management that has been carried out by modern organizations today. In the event above how Muhammad formulated goals that could convince his teamwork, how he managed a teamwork that had members with competence and expertise in their fields where they integrated and synergized with each other to achieve the goals the Prophet wanted.

CONCLUSION

From the description of teamwork above, there are several important points related to the benefits and efforts to optimize the role of teamwork for a management organization, including: First: that being responsible for the quality of management, being responsible for the utilization of time, being a means of overseeing the course of management and as a conduit of information to the management, when associated in education management, then for service users, which in this case say students will be able to more easily access information more easily, the increasing understanding of teamwork members, and can foster trust for its members, where trust is capital for an organization. Second, in an effort to optimize the role of teamwork, the important thing that can be done is to provide opportunities for teamwork to solve problems, teamwork must involve all staff, training in problem-solving methods and good supervision, providing reasonable rewards, and coordinating simultaneously. Third, Islam has given many signals through the Quran and Hadith regarding the importance of teamwork. In the Quran, there are many hints of the importance of teamwork such as the *tamsil* of the bee organization, so that the Quran enshrines the name an-Nahl in the letter, while the Apostle in his history has translated teamwork when doing the strategy of migrating.

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