



Team Behaviour and Teamwork

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ARTICLE INFO

Keywords:

Team Behaviour,
Teamwork,
Communication,
Leadership, Organisational
Performance, Education

Received : 11, August

Revised : 25, August

Accepted: 26, September

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ABSTRACT

This paper discusses the concepts of team behaviour and teamwork as essential factors in organisational success, particularly within educational institutions. Team behaviour refers to the interaction patterns, communication, and roles among team members, while teamwork represents a synergistic process in which members collaborate to achieve shared goals. The study highlights that effective communication, leadership, trust, task clarity, organisational support, and a conducive environment are critical determinants of team effectiveness. Furthermore, teamwork significantly influences organisational performance by enhancing productivity, innovation, and quality of work. In the educational context, teacher collaboration directly contributes to improving learning outcomes and achieving institutional objectives. The paper also examines challenges such as interpersonal conflicts, lack of trust, unclear roles, leadership issues, and unsupportive organisational culture. To address these, strategies including participatory leadership, team training, trust-building, and the development of a supportive work culture are proposed. Ultimately, the findings underscore the importance of fostering team behaviour and strengthening teamwork to ensure organisational effectiveness and long-term competitiveness.

INTRODUCTION

Background

In an era of globalisation and increasingly fierce business competition, organisations are required to continuously innovate and improve their work effectiveness. One of the key factors determining an organisation's success is its ability to build a solid and effective work team. A work team is not merely a group of individuals working together but an entity built on trust, communication, and collaboration to achieve common goals. In the context of organisational behaviour, understanding work team behaviour and teamwork is crucial, as these two aspects directly influence productivity, creativity, and overall organisational performance.

Team behaviour reflects how individuals within a team interact, communicate, and collaborate to complete assigned tasks. Each team member brings different backgrounds, skills, and experiences, resulting in complex and diverse dynamics within the team. These differences, if managed effectively, can become the team's primary strength in generating innovative solutions and resolving complex issues. However, without strong cooperation, the potential for conflict, miscommunication, and individualism can hinder the achievement of common goals.

Teamwork is the main foundation in building an effective work team. Cooperation does not only mean working together, but also involves openness, mutual trust, and commitment to support one another in facing challenges. In a solid team, each member has clear roles and responsibilities and is able to communicate openly and effectively. Good communication enables the smooth exchange of ideas and information, thereby minimising misunderstandings and accelerating the decision-making process. Additionally, teamwork helps reduce individual workloads, as tasks can be distributed fairly and proportionally according to each member's capabilities.

Research shows that factors such as effective communication, good leadership, and trust among team members have a significant impact on team performance. Good leadership can motivate team members, set goals, and create a harmonious work environment. Meanwhile, trust among team members builds strong working relationships and allows members to support each other in facing challenges. Organisational support, clarity of tasks, and the ability to learn and adapt are also important factors in building an effective team.

In practice, building solid teamwork is not easy. It requires commitment, a willingness to understand one another, and the ability to manage differences and conflicts that may arise within the team. Conflict within a team is not always negative; if managed properly, conflict can be a source of innovation and improvement in work processes. However, without proper management, conflict can hinder team performance and reduce member motivation.

Therefore, understanding team behaviour and teamwork is highly relevant to the study of Organisational Behaviour. Through a deep understanding of team dynamics, factors influencing team performance, and strategies for building

effective collaboration, it is hoped that students will be able to apply these concepts in their future professional lives. Organisations that are able to build solid and collaborative teams will have a strong competitive advantage in facing changes and challenges in the dynamic world of work.

Problem Statement

Based on the background described above, the problem statement in this paper is as follows:

1. What is meant by team behaviour and what are its characteristics in an organisation?
2. What factors influence team behaviour and teamwork in an organisational environment?
3. What is the relationship between team behaviour, teamwork, and organisational performance?
4. What challenges are commonly faced in building effective teamwork?
5. What strategies or efforts can be implemented to improve team behaviour and strengthen teamwork within an organisation?

Purpose of Writing

This paper is written with the following objectives:

1. To analyse the concept of team behaviour.
2. To identify the factors that influence teamwork.
3. To examine the impact of team behaviour and teamwork on organisational performance.
4. To develop strategies to improve teamwork and team effectiveness.
Provide insights for future team development

LITERATURE REVIEW

Team Behaviour

Team behaviour refers to the patterns of interaction, communication processes, and role distribution among members that determine how effectively they work together to achieve organisational goals. Robbins and Judge (2017) argue that team behaviour is shaped by group dynamics in which members influence one another through cooperation, communication, and problem-solving. Belbin (2010), through his team role theory, identifies nine essential roles within a team, including innovator, coordinator, implementer, and evaluator. The balance of these roles is crucial in ensuring harmony and effectiveness. Without appropriate role distribution, efficiency may decrease and collaboration can be hindered.

Teamwork

Teamwork is not merely about working together but is a synergistic process in which members integrate complementary skills, mutual trust, and commitment to reach common goals. Schermerhorn (2013) describes teamwork as developing

through five stages: forming, storming, norming, performing, and adjourning. These stages illustrate that teamwork is dynamic and requires adaptation, open communication, and sustained commitment from its members. Mathieu et al. (2008) further emphasise that teamwork is closely linked to innovation, productivity, and quality performance. In educational contexts, teacher collaboration in curriculum development and collective problem-solving significantly contributes to improved learning outcomes and institutional effectiveness.

Factors Influencing Team Behaviour and Teamwork

The quality of teamwork is shaped by a number of interconnected factors. Communication plays a central role since clear and open communication facilitates the smooth exchange of information and reduces misunderstandings, as highlighted by Robbins and Judge (2017). Leadership is another determining factor. Scandura (2014) notes that situational and transformational leadership styles are particularly effective in enhancing member motivation and synergy. Trust, according to Mayer, Davis, and Schoorman (1995), serves as a psychological foundation for cooperation and is built upon competence, integrity, and benevolence. Hackman (1987) stresses the importance of clarity in tasks and roles, as clearly defined responsibilities strengthen team effectiveness. Organisational support, including resources, training, and recognition, also influences teamwork, as argued by Mathieu et al. (2008). Finally, interpersonal relationships and environmental factors play a vital role in sustaining cooperation. Empathy, respect, and a supportive culture foster long-term team cohesion, as discussed by Muhammad Andrian (2021).

Team Behaviour, Teamwork, and Organisational Performance

The relationship between team behaviour, teamwork, and organisational performance is widely explored in organisational behaviour literature. McGrath (1964), through the Input-Process-Output model, explains that inputs such as resources, competencies, and leadership are transformed through processes of communication, collaboration, and conflict management into outputs such as innovation and productivity. In educational organisations, positive team behaviour leads to stronger collaboration among teachers, improved curriculum quality, and better student outcomes. Research by Mustaqim (2014) and Wang et al. (2021) confirms that teacher collaboration has a direct impact on the effectiveness of schools.

Challenges in Teamwork

Despite its importance, teamwork is not free from challenges. Hidayat et al. (2018) point out that conflict often emerges within teams and can be either constructive or destructive depending on how it is managed. Constructive task-related conflict may lead to innovation, while personal conflicts tend to disrupt cooperation. Fridiyanto (2021) observes that the absence of trust often results in defensive behaviour and reluctance to share knowledge. Ambiguity in goals and

roles also creates confusion and overlapping responsibilities. Authoritarian leadership styles may reduce participation and motivation, while gaps in competencies between team members hinder collective performance. Furthermore, organisational cultures that emphasise individualism rather than collaboration can prevent the development of effective teamwork, a phenomenon that Mustaqim (2014) found to be common in educational institutions.

Strategies to Strengthen Teamwork

The literature also offers several strategies for improving teamwork. Solihin et al. (2021) highlight participatory leadership, which involves members in decision-making and strengthens their sense of ownership. Ardias and Asmarni (2023) recommend training programs designed to improve communication, conflict management, and collaborative problem-solving. Trust can be fostered through openness, transparency, and consistency in action. Clearly defining roles and responsibilities prevents confusion and ensures that each member contributes effectively. Establishing a fair reward system that acknowledges both individual and collective contributions can further enhance motivation. Finally, cultivating a supportive organisational culture that values collaboration and innovation provides a strong foundation for sustaining teamwork in the long term.

Synthesis of Theories

The review of literature shows that various theories provide valuable perspectives on team behaviour and teamwork. Belbin's team role theory stresses the importance of role balance in managing team dynamics. Robbins and Judge highlight the role of group dynamics in shaping interactions and communication. Hersey and Blanchard's situational leadership theory emphasises that leadership style should adapt to team needs. Mayer, Davis, and Schoorman's model of trust outlines competence, integrity, and benevolence as critical components of collaboration. Hackman's team effectiveness model provides a framework for evaluating team performance through work design, composition, and processes. McGrath's Input-Process-Output model links resources, team interactions, and outcomes, while Schermerhorn's stage model illustrates teamwork as a process that develops gradually. Taken together, these theories offer a comprehensive understanding of how team behaviour and teamwork can be developed and strengthened, particularly in educational organisations.

RESEARCH METHODOLOGY

This study employs a qualitative research approach using the method of literature study, also known as library research. A literature study is a research method that relies on secondary data sources in the form of books, journal articles, reports, and other scholarly publications. The purpose of this approach is to analyse, synthesise, and interpret relevant theories and previous studies in order to develop

a comprehensive understanding of team behaviour and teamwork within educational organisations.

The research design is descriptive in nature, aiming not to test hypotheses empirically but to provide an in-depth description of the concepts, factors, challenges, and strategies related to teamwork. This descriptive approach allows the researcher to critically review the literature, identify patterns, and draw conclusions based on theoretical frameworks and findings from earlier studies.

The data sources for this study include both classical and contemporary works in organisational behaviour, management, and education. Key authors whose works were reviewed include Robbins and Judge, Belbin, Hackman, McGrath, Schermerhorn, Scandura, and Mayer et al., as well as recent studies from journals focusing on team effectiveness and educational management. These sources were selected purposively based on their relevance to the topics of team behaviour, teamwork, leadership, communication, and organisational performance.

The data collection technique consisted of systematic document review. This process involved identifying, categorising, and analysing previous literature according to the research objectives. The researcher focused on concepts that describe the dynamics of team behaviour, the determinants of teamwork effectiveness, the relationship between teamwork and organisational performance, and strategies for strengthening teamwork.

The data analysis technique applied in this study is content analysis. Through this method, the researcher interprets the literature by identifying recurring themes, comparing different theoretical perspectives, and integrating findings into a coherent discussion. This approach ensures that the results are grounded in existing scholarly work while allowing for the development of new insights and recommendations.

In summary, the use of a literature study enables this research to provide a theoretical foundation for understanding the role of team behaviour and teamwork in educational organisations. Although it does not involve field data collection, the study offers valuable insights by drawing upon a wide range of established theories and empirical findings from previous studies.

RESEARCH RESULTS

Concepts of Team Behaviour and Teamwork

Concept of Team Behaviour

Team behaviour is a pattern of interaction and relationships that occur between members of a team that influences how they work together to achieve common goals. According to Stephen P. Robbins, an organisation is a social unit consisting of two or more people who are consciously organised to achieve specific goals, and a work team is part of that social unit that functions relatively continuously. In this context, work team behaviour includes how team members communicate, collaborate, and solve problems together.

Work team behaviour is greatly influenced by group dynamics, where team members interact and influence one another. Robbins also emphasises the importance of work design, team composition, and team processes as variables that influence team effectiveness. For example, a work design that provides autonomy and opportunities to utilise various skills will enhance team members' motivation and performance.

Furthermore, team behaviour is not only about interpersonal relationships but also how team members effectively fulfil their respective roles. Meredith Belbin developed a team role theory that identifies nine primary roles within a team, such as creator-innovator (idea generator), assessor-developer (critic and analyst), and thruster-organisier (coordinator and director). Balancing these roles is crucial for optimising team performance.

Concept of Teamwork

Teamwork is a process in which team members work together synergistically to achieve predetermined goals. Teamwork involves mutual understanding, trust, open communication, and shared commitment. Without good teamwork, a team will not be able to maximise the potential of its members and achieve optimal results. According to Schermerhorn, teamwork develops through five stages:

- a. Forming: Team members begin to get to know each other and build task orientation and social relationships.
- b. Storming: Conflicts and tensions arise due to differences of opinion and competition.
- c. Norming: Conflicts begin to be resolved, and the team begins to establish rules and norms for working together.
- d. Performing: The team works effectively and focuses on achieving common goals.
- e. Adjourning: The final stage in which the team completes its tasks and disbands.

These stages show that teamwork is not something that happens immediately, but rather through a process of adaptation and development of relationships between members.

Differences between Groups and Teams

Stephen P. Robbins distinguishes between work groups and work teams based on four main variables: goals, synergy, accountability, and expertise.

Table 1. Differences between Groups and Teams

Variable	Work Group	Work Team
Goals	Individual goals	Shared goals
Synergy	Low or no synergy	Positive and complementary synergy

Accountability	Individuals are responsible for tasks	Individual and team responsibility
Skills	Individual skills	Combination of complementary skills

A work team requires more intensive cooperation and interdependence than a typical work group, so team behaviour and cooperation are crucial to the team's success.

Team Effectiveness Theory

Robbins also proposed a team effectiveness model that includes the variables of work design, team composition, and team processes. Good work design provides autonomy and opportunities to use expertise, appropriate team composition involves members with adequate technical and interpersonal skills, while effective team processes include good communication, cohesiveness, and conflict management.

Conflict within a team, according to Robbins, is not always negative. Constructive task conflict can enhance creativity and performance, while personal relationship conflict should be avoided as it can damage cooperation.

Factors Influencing Team Behaviour and Cooperation

Team behaviour and cooperation are influenced by various interrelated factors that significantly impact team effectiveness and performance. Based on literature reviews and empirical research, the main factors influencing team behaviour and cooperation include communication, leadership, trust, task clarity, organisational support, and environmental and interpersonal factors.

Effective Communication

Communication is the main foundation for building good team behaviour and effective cooperation. According to Robbins and Judge (2017), effective communication enables clear information exchange, reduces misunderstandings, and accelerates coordination among team members. Research by Nuraeni et al. (2020) shows that open and structured communication significantly improves team performance by facilitating collaboration and joint problem-solving.

Good communication includes verbal and non-verbal aspects, as well as active listening skills. Without effective communication, team members find it difficult to align their goals and roles, thereby increasing the potential for conflict and inefficiency.

Effective Leadership

Leadership within a team greatly determines the behaviour and cooperation of its members. According to Hersey and Blanchard's situational leadership theory, leaders who can adapt their leadership style to the needs of the team can increase

motivation and coordination. Scandura (2014) emphasises that good leadership helps in decision-making, task management, and increasing team members' morale.

Effective leaders not only direct but also build a climate of trust and support the development of team members' abilities. Transformational leadership, for example, can inspire and motivate members to contribute maximally.

Trust Among Team Members

Trust is a crucial psychological factor in fostering harmonious team behaviour and strong collaboration. According to Mayer, Davis, and Schoorman (1995), trust consists of three main components: competence, integrity, and benevolence. Trust enables team members to depend on one another, communicate openly, and be willing to share information and resources.

Research by Nuraeni et al. (2020) found that trust among team members positively influences team performance by fostering harmonious working relationships and enhancing collaboration. Without trust, members tend to adopt a defensive attitude and are reluctant to contribute fully.

Clarity of Tasks and Roles

According to Hackman (1987), clarity of tasks and roles is an important factor that influences team effectiveness. When each member clearly understands their responsibilities and how their contributions align with the team's goals, coordination and synergy can be effectively achieved.

Wang et al. (2021) emphasise that clear tasks enhance team effectiveness and individual performance by reducing ambiguity and minimising role conflicts. This clarity also facilitates performance evaluation and decision-making within the team.

Organisational Support

Organisational support in the form of resources, training, and supportive policies plays a significant role in strengthening team behaviour and cooperation. According to Mathieu et al. (2008), adequate organisational support increases team members' trust and reduces internal conflicts.

Teamwork training, rewards, and recognition of members' contributions can motivate the team to work more effectively. Additionally, a conducive work environment facilitates smooth communication and collaboration.

Environmental and Interpersonal Factors

A supportive work environment and good interpersonal relationships among team members also influence team behaviour and cooperation. Muhammad Andrian (2021) found that mutually supportive environmental factors and harmonious interpersonal relationships contribute most to team cooperation.

Interpersonal factors such as empathy, mutual respect, and the ability to manage interpersonal conflicts help maintain team cohesion and create a positive work atmosphere.

Team Size and Composition

Team size also influences behaviour and cooperation. Jackson et al. (2003) stated that teams that are too large tend to experience difficulties in coordination and communication, thereby reducing work effectiveness. A diverse team composition in terms of skills and backgrounds can enhance creativity, but also requires proper management to avoid conflicts.

The Relationship Between Team Behaviour and Cooperation with Organisational Performance

Team behaviour and cooperation in educational organisations play a very important role in determining the quality and success of achieving the organisation's goals. Organisational performance, especially in the field of education, is greatly influenced by how team members—such as teachers, administrative staff, and support staff—interact, collaborate, and support each other in carrying out their duties and responsibilities.

Team Behaviour and Cooperation as a Dynamic Process in Educational Organisations

According to Robbins and Judge (2022), organisational behaviour studies how individuals and groups behave within organisations and how this influences organisational performance. In the context of work teams, team behaviour encompasses social interaction, communication, joint decision-making, and conflict management among team members. Teamwork is the tangible manifestation of such behaviour, enabling team members to work synergistically.

In educational organisations, positive team behaviour and effective cooperation will strengthen coordination between teachers and staff, improve efficiency in the implementation of learning programmes, and improve the overall quality of educational services.

The Input-Process-Output (IPO) Model in an Educational Context

The IPO model developed by McGrath (1964) and Hackman (1987) explains the relationship between inputs (such as team member characteristics and resources), internal team processes (such as communication, cooperation, and conflict management), and outputs (team performance and organisational outcomes).

In educational organisations, inputs such as teacher competencies, learning resources, and school management support are processed through effective team behaviour and cooperation. This process includes open communication, collective decision-making, and collaboration in curriculum development and learning methods. The outputs are improved teacher performance, learning effectiveness, and the achievement of educational goals.

The Influence of Teamwork on Educational Organisation Performance

Research in educational organisations shows that teamwork has a positive and significant influence on performance. Good teamwork enables clear task distribution, smooth coordination, and collective problem-solving, thereby increasing productivity and work quality.

For example, in a school, teachers who work together in a curriculum development team can produce more relevant and innovative learning materials. In addition, cooperation between teachers in a counselling team or learning evaluation team can accelerate task completion and improve the quality of educational services.

d. Supporting Factors that Strengthen the Relationship between Team Behaviour and Performance

Several factors that strengthen the relationship between team behaviour and educational organisation performance include:

- **School Principal Leadership Style:** A transformational or democratic leadership style that motivates and empowers team members will enhance collaboration and team performance (Solihin et al., 2021).
- **Team Collaboration Training:** Training designed to improve communication, problem-solving, and conflict management skills among team members will strengthen team behaviour and collaboration (Ardias & Asmarni, 2023).
- **Curriculum Development and Strategic Management:** Collaboration in curriculum development and school strategic management enhances team synergy and focus on achieving common goals (Mustaqim, 2014).
- **Organisational Culture and Organisational Citizenship Behaviour:** A culture that supports participation, gratitude, and organisational citizenship behaviour strengthens relationships among team members and improves performance (Solihin et al., 2021).

Mechanisms of Teamwork in Improving Performance

Team collaboration improves educational organisation performance through several important mechanisms:

- **Coordination and Synergy:** Collaboration enables team members to align goals and activities, creating synergy that enhances work efficiency and effectiveness.
- **Knowledge and Experience Exchange:** Well-collaborating teams facilitate the transfer of knowledge and experience among members, enriching the quality of decision-making and innovation.
- **Emotional Support and Motivation:** Collaboration creates a supportive work environment, increasing team members' motivation and job satisfaction, which positively impacts performance.
- **Constructive Conflict Management:** Teams that can manage conflicts healthily can turn differences of opinion into opportunities for improvement and innovation.

Implications for Educational Organisations

Educational organisations need to develop a strong teamwork culture by considering supporting factors such as effective leadership, teamwork training, and joint curriculum development. School principals and management must facilitate open communication and create a conducive work environment so that team behaviour and collaboration can function optimally, thereby improving organisational performance and achieving educational goals.

Challenges in Building Effective Teamwork

Building effective teamwork is not easy and often faces various complex challenges. These challenges can originate from individual, group, or organisational environmental aspects. Understanding these challenges is important so that the right strategies can be applied to overcome obstacles and improve team performance.

Individual Differences and Conflicts Among Members

One of the main challenges is the differences in character, background, values, and work styles among team members. These differences can lead to interpersonal conflicts that, if not managed properly, can disrupt team harmony and effectiveness. According to Larry Lozette (in Hidayat et al., 2018), team failure often occurs because members do not understand their respective roles, refuse to take responsibility, or do not understand the common goal.

Conflicts that arise can be constructive (task conflicts) or destructive (relationship conflicts). The challenge for teams is to manage conflicts so that they are more constructive, which can spur innovation and improvement, and minimise destructive conflicts that damage working relationships.

Lack of Trust and Ineffective Communication

Trust is the cornerstone of effective teamwork. Without trust, team members tend to be defensive, reluctant to share information, and avoid collaboration. Fridiyanto (2021) emphasises that an internal trust system is crucial in educational institutions to minimise excessive supervision and enhance team members' autonomy.

Additionally, ineffective communication—whether due to miscommunication, lack of openness, or technical barriers—can lead to misunderstandings, task duplication, and reduced coordination. Smooth and open communication must be established to ensure information and ideas flow effectively among team members.

Unclear Goals, Roles, and Responsibilities

According to Hidayat et al. (2018), team members often experience confusion when team goals are unclear or not understood collectively. This ambiguity also

occurs in the division of roles and responsibilities, leading to overlapping tasks or even the neglect of certain tasks.

This ambiguity hinders synergy and collaboration because members do not know what is expected of them and how their contributions relate to the team's goals. Therefore, setting clear goals and appropriate role distribution are important challenges that must be overcome.

Unsupportive Leadership Style

Leadership style greatly influences team dynamics and cooperation. Authoritarian or uncommunicative leadership can cause dissatisfaction, reduce motivation, and limit team member participation. Conversely, democratic and transformational leadership styles can motivate members, build trust, and encourage effective collaboration (Solihin et al., 2021).

However, not all leaders have the ability or awareness to apply a leadership style that supports team collaboration. This poses a challenge for organisations in developing or selecting leaders who can manage teams effectively.

Differences in Team Members' Competencies and Skills

Teams composed of members with highly diverse competencies and skills may face challenges in aligning work methods and quality standards. If these differences are not balanced with joint training and development, gaps will emerge that hinder collaboration and the achievement of common goals.

Team collaboration training and joint professional development are important solutions to address this challenge, enabling members to understand and complement each other's shortcomings (Ardias & Asmarni, 2023).

3.4.6. Unsupportive Organisational Culture

An organisational culture that does not support collaboration, such as one that is negatively competitive, lacks transparency, or does not value collective contributions, poses a significant barrier to building teamwork. A healthy culture should prioritise values such as mutual respect, openness, and appreciation for collective contributions.

In educational institutions, creating a conducive teamwork culture is a unique challenge because the old individualistic culture often remains deeply ingrained (Mustaqim, 2014).

Environmental Challenges and External Pressures

A dynamic organisational environment and external pressures such as policy changes, new curriculum requirements, or resource constraints also pose challenges in building teamwork. These pressures can cause stress and tension that affect relationships among team members. Organisations must be able to manage these changes and pressures with adaptive strategies to keep the team cohesive and focused on its goals.

Strategies for Improving Team Behaviour and Cooperation

To overcome challenges and build effective teams, several strategies can be implemented:

- a. Building Trust through open communication, transparency, and consistency in actions, trust among members can be enhanced.
- b. Developing Clear Roles by aligning members' roles based on their strengths and skills so that each member can contribute maximally.
- c. Participatory Leadership by: Team leaders involving members in decision-making and providing support to motivate members to contribute actively.
- d. Team Training and Development by conducting training to improve communication skills, conflict management, and collaboration among members.

A Fair Reward System by providing rewards that reflect individual and team contributions, thereby enhancing members' motivation and commitment.

CONCLUSION

Based on the discussion of the paper regarding Team Behaviour and Teamwork, the author can draw the following conclusions:

Team Behaviour and Teamwork Are Key Factors in an Organisation

Teamwork behaviour encompasses patterns of interaction, communication, and member roles within a team that influence work effectiveness. Team collaboration is a synergistic process where members support one another and work together to achieve common goals. These two concepts are interrelated and form the primary foundation for building productive and harmonious teams.

Belbin's Team Role Theory Explains the Importance of Role Balance in Teams

Belbin's team role model identifies various roles that must exist in a team in order to function optimally, such as idea generators, implementers, coordinators, and social supporters. The balance and understanding of these roles help manage team dynamics and maximise the contribution of each member.

Factors Affecting Team Behaviour and Cooperation Are Very Complex

Effective communication, trust among members, supportive leadership, clarity of tasks and roles, organisational support, and a conducive work environment are the main factors influencing team behaviour and cooperation. Proper management of these factors will enhance team synergy and performance.

Team Behaviour and Cooperation Are Closely Linked to Organisational Performance

Teams with positive behaviour and good cooperation can improve productivity, work quality, and innovation. In the context of education, for example, teacher teamwork contributes directly to improving the quality of learning and

achieving educational goals. The Input-Process-Output model explains how internal team processes connect resources and performance outcomes.

Challenges in Building Effective Team Cooperation Must Be Anticipated

Various challenges such as individual differences, interpersonal conflicts, lack of trust, ineffective communication, unclear roles, unsupportive leadership styles, competency differences, an uncondutive organisational culture, and environmental pressures must be addressed with appropriate strategies. Leadership development, collaboration training, and the creation of a supportive organisational culture are essential to overcome these obstacles.

RECOMMENDATION

Based on the discussion of team behaviour and teamwork, there are several things that need to be considered so that teams within an organisation, particularly in the field of education, can work more effectively. First, communication among team members must be improved through open and regular communication, both in person and through technology such as chat applications or video calls. This is important so that all members understand each other and avoid misunderstandings. Second, the goals and tasks within the team must be clearly explained to each member so that they know what to do and avoid overlap or confusion. Third, the organisation needs to provide training so that team members can improve their technical abilities and skills in working with others. Fourth, building trust and mutual respect among members is very important so that the team can work harmoniously. Simple praise and expressions of gratitude can boost morale. Fifth, if conflicts or differences of opinion arise, they should be resolved immediately in a positive and open manner to avoid damaging working relationships. Sixth, team leaders or school principals must be able to motivate members and create a comfortable working environment so that all members are willing to contribute and collaborate. Seventh, the use of technology such as task management applications and online communication tools is highly beneficial for coordination, especially when working remotely. Eighth, regular evaluations and feedback are necessary to ensure the team continues to improve and enhance its performance. Finally, it is important to create a work culture that supports cooperation, mutual respect, and openness so that team members feel comfortable and motivated in their work. By implementing these things, teams in educational organisations can work more effectively, harmoniously, and be able to achieve common goals better.

ADVANCED RESEARCH

Future research on team behaviour and teamwork can focus on exploring how evolving organisational structures, remote work dynamics, and technological advancements influence team interaction patterns and collaboration effectiveness. Further studies could investigate the application of Belbin's team role theory in diverse cultural and organisational contexts to understand how role balance impacts

team performance across different settings. Additionally, examining the interplay of communication, trust, leadership, and organisational support through longitudinal and mixed-method approaches would provide deeper insights into the mechanisms that drive team synergy and productivity.

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