

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/340479493>

SCHOOL MANAGEMENT AND LEADERSHIP: TEAMWORK IN SCHOOLS

Article · January 2019

CITATIONS

4

READS

18,261

2 authors:



Yahya Don

Universiti Utara Malaysia

65 PUBLICATIONS 610 CITATIONS

[SEE PROFILE](#)



Arumugam Raman

Universiti Utara Malaysia

93 PUBLICATIONS 849 CITATIONS

[SEE PROFILE](#)

Some of the authors of this publication are also working on these related projects:



Business Teachers' Competency [View project](#)



PhD Thesis [View project](#)

SCHOOL MANAGEMENT AND LEADERSHIP: TEAMWORK IN SCHOOLS

Yahya Don*
Arumugam Raman**

Abstract

Team work is involving more than one person in a process to achieve a goal. An aspect that should be emphasized in the strategic management of a school organization is forming a working team that is active and able to work together to achieve organizational goals. In general, the team is a group of quality built in order to create a rule that strive for excellence. Therefore, the success of the efforts of a group that was formed, the spirit of cooperation and good relations among group members need to be nurtured. This chapter will focus on the importance of team work in schools that include working as a team, work team, effective team work, make decisions together, the emphasis on action, leaders and group work, teamwork is a skill for life, the refusal fostering teamwork in schools, Extra teamwork, and good team building methods. This chapter also covered the importance of teamwork among staff at the school that includes the interests of the spirit of cooperation, a sense of family, head master or principal role in developing a spirit of cooperation, and to foster a spirit of cooperation and strategy formulation.

Introduction

One of the aspects that need to be addressed in the school organization management is the establishment of an active and working team able to collaborate to achieve organizational goals. Generally, a team is a group of quality established to create a work rule that strives towards excellence. Teamwork is involving more than one individual in the process of achieving a particular goal. Therefore, in the success of the efforts of a group formed, the spirit of cooperation and good relations among members of the group need to be nurtured.

*Universiti Utara Malaysia

**Universiti Utara Malaysia

This chapter will emphasize the importance of teamwork in schools that include teamwork and work in team, effective team work, make decisions together, emphasis on action, and working group leaders, teamwork is a skill for life, the refusal to foster teamwork in schools, the advantages of teamwork, and build a good team. Further this chapter discussed the importance of the spirit of cooperation among the staff at the school encompassing the importance of the spirit of cooperation, family spirit, the role of the Head master or principal in developing a spirit of cooperation, to foster the spirit of cooperation and strategy together with the summary at the end of this chapter.

Teamwork and Team

Team work certainly involves a work team which can be linked with the concept of group cooperation. Cooperation in turn can be defined as a process of continuous and impersonal social involving two or more groups of humans consciously and are willing to strive to achieve a goal that is somewhat limited (or part of the goal) in addition to complying with certain rules or procedures. Cooperation is the behavior that leads towards the achievement of the goal by at least two individuals. In this situation, the movement of a member in a group towards the achievement of the goals will help other members in order to achieve that goal. This, in summary, cooperation can be defined as a social process in which individuals and groups helping to achieve the desired goals.

The team is a group of quality for an organization. The Organization, whether big or small, primary or secondary schools, requiring a team as the main machinery to organize work. However, there is a difference between a team familiar with a work force that is able to function effectively in the production of high quality work.

Teamwork between Headmasters, teachers, and staff in a school are the elements can unite a school organization in achieving quality improvement. The management or leaders must take action into practice through the nature of the collaboration, commitment, and participation of all experts in quality improvement programs a whole. According to Ab. Aziz (1999), the work team will provide many benefits either

in terms of knowledge, skills or expertise in tackling problems or issues that arise. Among its benefits are:

- i. The effort to design job satisfaction and teachers morale values when given the opportunity to work together to improve the quality of the school.
- ii. A problem was able to be resolved more quickly and effectively when shared by individuals who have the skills in various fields.
- iii. Proposals discussed in the team will be performed more easily compared with recommendations made individually.

Effective Work Team

Effective work team is one of the qualities of a project. An effective team definitely can implement development within the school organization. The combination of a variety of skills, experience, and judgment allows the team gets better results than a bunch of individuals. The team will be more flexible and able to achieve a combination of productivity and performance that dreamed by the school. The team is a very important component to personal achievement. Individuals who are effective in reality have characteristics such as high self-esteem, the desire to plan and review their work, and develop their skills to be an effective team member.

Making Decisions Together

Effective teams make best and quality decisions via sharing of knowledge and skills of team members. The decision is usually made within a short period of time because it involved the cooperation of all members as well as in quality. Effective team usually will discuss different views and in the event of a conflict of thoughts or opinion it will be resolved in the best way.

Faith is hope that exists in an orderly community and it is important to process initial action based on cooperation in sharing the norm among members who are involved in

the community. The formation of a group requires internal and external elements called 'required system'; this includes employees acting and interacting between them to make a decision. Hall and Oldroyd (1990) noted that decision making are closely related to the value of the team leaders. Team leaders should stand on their own feet and be ready to make decisions from time to time.

Emphasis on Action

The results of the date agreed upon by the effective team will emphasize on action, not just on paper. This is explained in Figure 1 such as 'task and Process' suggested by Blake and Mouton (1978).

In certain situations or circumstances productivity of an organization or a group will increase when the member or members have a cooperative rather than competitive relationship. Deming introduce 'Deming Round' where each individual must plan, collect data, analyze data, and form a team, or work and the group will continue to move according to the ongoing round without disconnect (Figure 2).

The process is a rotating movement, interlinked between one another, and involves the interaction between the expert groups with the management system. This cooperation must exist with a good, solid, and understanding. Otherwise, the process will interrupted and might be a reverse rotational consequently could lead to disappointment and loss of many parties

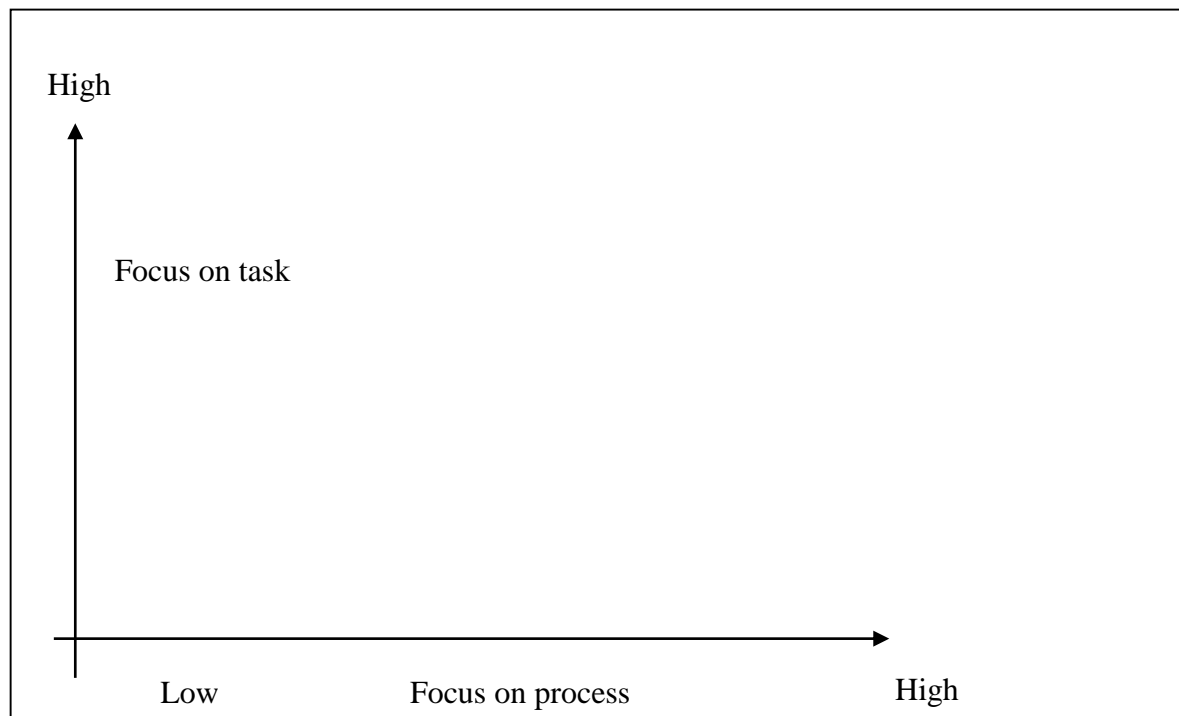


Figure 1: Task and Proses

(Source: Blake and Mouton, 1978)

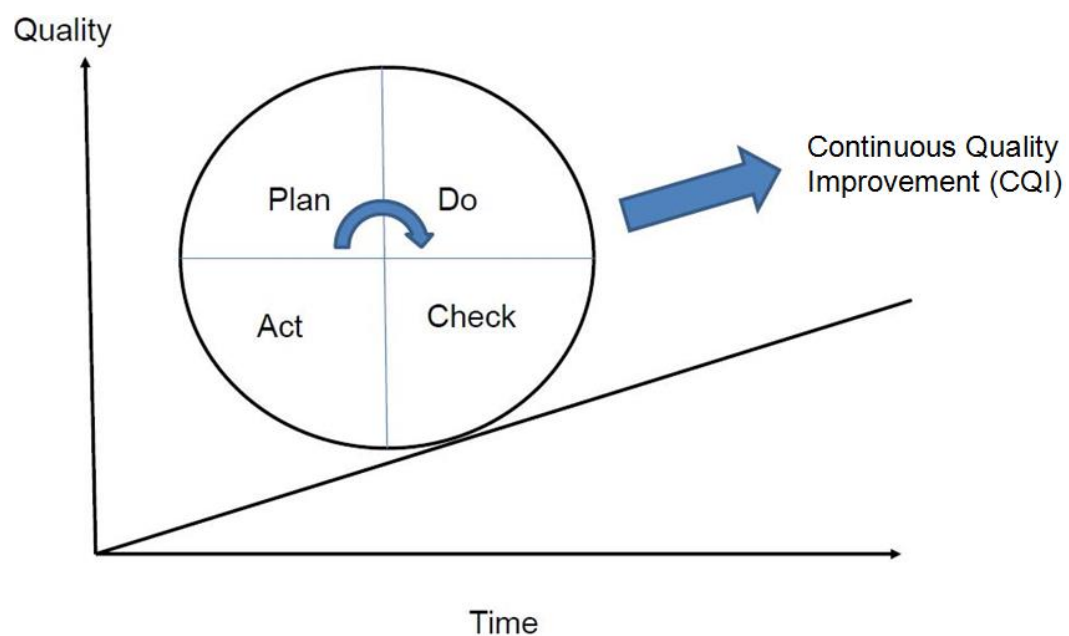


Figure 2: Deming Cycle of quality

Source: www.deming.org/

According to Spiegel and Torres (1995) there are eight criteria for an effective teamwork tasks, namely:

- i. Team members use the same identity.
- ii. Share goals and objectives.
- iii. Share success and failure.
- iv. Work together and join in the work.
- v. Have rules that are followed by all members.
- vi. Have a head.
- vii. Decision-making in team.
- viii. Members comprise a wide variety of backgrounds.

Further they noted, a team will have more opportunities to be successful if:

- i. They have detailed objectives to be achieved.
- ii. They have an organizational culture that supports the concept of teamwork.
- iii. They have sufficient time to get the training and conduct debate and discussion.
- iv. They possess the knowledge and diversification of problem solving techniques.

Teamwork: Work Group Leaders

Teamwork or an effective teamwork has been practiced since centuries ago. Now, this concept extends increasingly to school because typically, once the benefits of teamwork is getting noticed and spread, a group of individuals started to work together to achieve certain results with certain bamboos as part of the development of the school.

In the realization of the goals of a project, school principal or Headmaster should engage the all employees to cooperate in a steady work force. This is because a strong work force needed in planning institutional improvement program as early as the planning program, its implementation, to monitoring activities. Similarly, the planning and implementation of project activities such as Excellence Award Day, sports day, and Motivational Programs that require the involvement of man power within a school. Without the cooperation of all employees, all planned programs difficult to be implemented. At the same time, the integrity and the spirit of cooperation that should be retained and impart from time to time so that the performance of an effective work teams retained.

It should be noted that an organization is a system that contains activity that involves more than two people, namely to achieve a common goal. Successful school organization is an organization that is able to achieve the goal of the school, its employees are satisfied as well as communication and its working place is in good condition. The theory of Fiedler Contingency (1966) stated that pleasant working environment is dependent on relationships with leaders, clear task, and whether or not the leaders give support to workers.

According to vision, mission, and hopes to produce a knowledge society, each educators must have a clear awareness about mission, understanding of the role of the task, the role of teamwork, the attitude of cooperation between each other, abilities, skills or expertise each of member, mutual help and encourage excellence as well as quality, clear communication, and be openness on the SOP (Standard Operating Procedure). The Ministry of education has objectives, vision, and their mission, while most institutions including schools were race or competing to create the vision, mission, and objectives for their own. This explained how their earnest striving to improve the quality of education. This indirectly shows the importance of the role of teamwork in realizing the goals of the school because of the vision, mission, and goals will require the cooperation of all parties.

The formation of the team created due to increasing and rather complex administrative institutions can be solved. A work team was established because it is one way of practice to get the cooperation of the members of the organization to conduct of school administration. In addition, it aims to provide opportunities for individuals to better understand their organization, find a solution with more creative and effective, as well as get encouragement to identify and develop leadership and better communication.

Like other organizations, schools also cannot run away from dealing with problems such as conflicts between staff, communication is not effective, decisions made in the 'power of veto', and unsatisfactory commitment in the school. Sometimes leaders, i.e. Headmasters or the principal will ensure that all problems can be resolved amicably to avoid staff split sides. However, there is also the conflict that exists between an unknown staffs by Headmaster or principal until it is continuing without a satisfactory solution for all parties involved. Suppose Headmaster or principals and teachers or staff should build good relations and was able to sit down to discuss when faced with a problem. Such action can make a conflict resolved together, or otherwise the situation can become more serious if prolonged conflict amicably or solutions not found.

Teamwork is a skill for life

Every employee Headmaster or a principal, teacher, staff and anyone in an organization considered as rational individuals. Hence, they should be aware that teamwork is a form of skills that are not only needed in the school organization or other organizations, but also useful as a life skill as it is an individual's skills for working with others. However, it is undeniable that not all individuals have the skills to work as a team. This is because, they are relatively less skilled or not skilled at working with other people and do something easier task individually. Among the weaknesses they are:

- i. Individual less sensitive towards diversified individual's characters that needs to be faced.
- ii. Less proficient in communicating.
- iii. Lack of ability to lead.
- iv. Not able to motivate or to be motivator.
- v. Not wisely delegated tasks.
- vi. Not calm when dealing with problems.
- vii. Less appreciated friends.
- viii. Less skilled in leading a meeting or discussion.
- ix. Plans made are not creative.
- x. Difficult to reach an agreement with the other members.

Based on the weaknesses disclosed above, each individual must identify the weaknesses that may exist on him and took the initiative in honing the skills that can help him or her to be more active and able to cooperate well in tasks or activities that involve teamwork.

Cultivating Teamwork in schools

The effectiveness of teamwork is essential in the management of the Organization but most schools do not pay attention to its existence. Among the factors that can be identified as the cause of the refusal to this change are:

- i. Work patterns and educational institutions structure in the form of hierarchy. Therefore the performance of the individual becomes more significant than the Group's performance.
- ii. The concept of 'professional autonomy' has led to strengthening of the notion of the importance of consistently working alone with feelings of personal responsibility.
- iii. Many organizations and educational institutions adopt individualism this culture is the cause of most aspects of teamwork does not work.

Senge (1990) describes such phenomena as 'unfavorably team' in which individuals possess different powers and each move towards. This team policy features are vain. There are individuals who work with very diligent, but their efforts did not disseminate to the team.

The importance of teamwork can be seen through what are termed integrity and individual potential which can be highlighted through team activities. The team is a very important component to achieve personality. Covey (2004) states that individual who really work effectively have feelings of humble, respect, aware of the own weaknesses, and appreciate the many resources available through interaction with others. These individuals appreciate the difference between individuals and these differences will be part of his knowledge. With this, the understanding of true life about reality will increase. Consequently, if a person is only depending only on his experience, then he will always suffer from lack of information.

The advantages of working together in Teams

Many advantages and benefits obtained when the individual is able to work in a team. Therefore, this attitude should be adopted by the Organization in an effective school. According to Ab. Aziz (1999), benefit or outcome of teamwork can be described as follows:

- i. Knowledge in the various fields can be shared so that averted problems more effectively.
- ii. Job satisfaction and morale of teachers can be improved when the attitude of collaboration nurtured in administration.
- iii. Share the problems of the various functions and parts to resolve it quickly and more effectively.
- iv. Recommendations made via teamwork can be implemented more easily compared with recommendations made individually.

The role of the school as a high-performing organization should realize the advantages-benefits obtained as a result of team work, namely:

Collaboration

Teamwork requires cooperation, namely the joint efforts which involve more than one individual. Toleration is particularly emphasized in this context and it should be applied into a culture of teamwork in the school organization.

Decision making

Responsibility in finding solutions and making decisions can be reduced. When Headmaster or principal as the able to give some authority to a member of consisting of teachers or staff in making some decisions, its burdens be lightened. While for one team member, its burdens in decision making are also reduced when teamwork helped him to think and act in tandem, rather than singly.

Productive members

The spirit of work, concentration, strength and productivity of the members work as a team is usually increased when he feels himself alone. The team will have productivity and advantages that enable an individual feel contributes his knowledge is useful that can contribute. For example a complex decision process difficult to do and executed if it does not involve the participation of all members. Therefore, teams built may be regarded as one of the 'human resources' that is useful and effective.

The involvement (participation)

Teamwork certainly requires the involvement of all its members. The efficiency and morale of each member will determine the potential of a team in achieving its goals. Thus, in the school organization, it shall be the duty of the leader i.e. Headmaster or principal to form teams that have specific criteria that are appropriate with the goal of seeking to achieve.

Communication

Effective communication, open, and transparent should be practice and nurtured by the head. Principals or Headmasters must motivate its members to share views and problems so that they do not suffer from stress or 'burnout'. Useful information should also always share between members of the team. Thus, response and comprehensive views are more readily available by the school.

The quality

Quality aspects also stressed because each member in an organization need to understand that in a team certainly exist many different types and individual and skill level as well as having distinctive character. Teamwork allows them to complement each other by leveraging flaws that exist in each. This integration will give results very satisfactory small blocks of stone were able to form a solid construction and a beautiful home.

The spirit and motivation

The spirit and resilience of individuals will also increase when working in a team. The difficulties faced with the lads will be trying to increase enthusiasm for and belief in the face of many challenges. For example, even if a teacher feels burdened and tired with too many assignments and exam preparation students approaching, but when looking at colleagues who are also enthusiastic and his teammates face the situation seemed calm, they were convinced that he is able to cope with the task the more sober-duty and eager to achieve their objectives.

Energy-saving

By increasing productivity, indirect manpower can also be utilized wisely. This cuts the cost of school organization as well as more focused towards the development and expansion of schools to be more successful and competitive.

Job satisfaction

Individuals also easy to feel stressed, tired, weary and bored when working alone. Effective teamwork can make individuals achieve career satisfaction as well as more

relaxed and happy in their duties. While not denying the personality of each individual is different, for example, there are individuals who are more efficient, fast, and comfortable when doing the job alone and some are otherwise. However, be aware that teamwork is essential in carrying out the duties of challenging and it will take too much time if done alone. Therefore, teamwork is essential to involve in a particular context.

In addition, according to Spiegel and Torres (1995), there are four benefits of building a team in the Organization, namely:

- i. Increase productivity.
- ii. Improve the quality.
- iii. Improve employee morale.
- iv. Reduce costs or expenses

Benefits of teamwork to the individual is related to the reduction of pressure of work, shared responsibility, mutual recognition and awards, feeling valued, interact, and satisfaction with the results of the project or the work of fellow group members. The school administration is quite complicated and complex in that it requires the involvement of all subordinated to achieve its goals. The team was formed in every school in achieving a goal is different because productivity gains requires the involvement of team members, the credibility fo Head master or principals as administrators in controlling idea, decision, and the direction of the team, the selection process, and team members the opportunity to contribute and solve an issue ,

The school should involve group activities in managing the affairs of the school as it is a wise step to promote cooperation among its members as well as to improve the understanding of the relevant member of the organization's goals, effective ways of problem solving, the importance of motivation, moral improvement, and other positive aspects that must exist within an organization's members.

Effective work force is capable of ensuring excellent performance in terms of project management because all the energy mobilized to achieve the objectives and goals of the organization. The effectiveness of teamwork depends on the creativity of leaders or principals in processing Headmaster team members to meet the criteria of an effective team, which is able to make decisions together, the existence of an effective and friendly communication between them, and their commitment to conflict resolution and team members unequivocal.

Team Building

Build a good team depends on what the team wanted the by team members such as individual's background, team goals, abilities, and other factors. Therefore, in building a team, should be on methods and how. Among the methods that can be applied is the Model-T and 3K method.

Group Model-T

Group-T model is quite popular once upon a time in advocating teamwork. Participants will participate in various activities that the 'sensitive' designed to make them both feel the emotion and makes their emotions around the corner. These activities can encourage interaction between team members and train experts to be better prepared in the face of fear or trauma which prevents him to freely interact as shyness, lack of confidence, and many others. Such properties should be removed to encourage open interaction among team members. This method emphasizes the concept of openness in which members are encouraged not to conceal anything that may harm or problems to the team. Thus, this method teaches us that an individual or a team member of a team must have the interpersonal skills of a high order of interaction between them more effective, such as being able to hear better, more empathetic, free sharing of ideas and so on.

'3K' Method: Togetherness, Understanding, and Pride

The 3K methods set three goals in the construction of a team of:

- i. Generate a sense of unity and togetherness strong fellow group members.

This encouraged them to help each other and work together. In order to establish this element, a team must have a high sense of belonging. An element of 'I' is reduced, while the element 'we' be increased. Healthy competition can also be manipulated to create a sense of belonging. On the other hand, the extreme competition will only lead team members conflict with each other. Each team member must also be able to differentiate their team to the entity 'honorable' and 'authority'. However, in the meantime they can work with others to enhance the ability of the group.

- i. Creating an atmosphere of mutual understanding judgments.

With this, each member can see the skills, capabilities, and assignments that contributed to the success of the team. Each member will also recognize their contribution given to the forces of. In order to achieve a goal in a team, communication aspects are emphasized. Each member must understand and master how to communicate effectively. They must know the contributions of others in the team. There are many things to talk about, including questions relating to the team, the ability of experts, problems, donations, and more.

- ii. How and why do people feel proud when you are in a team must be understood.

For example, Headmasters or principals feel proud when his school was awarded the Best School of Management or even a classroom teacher proud when the students at her school were awarded Outstanding Student in the public examination, and many more. This is because gaining self-esteem and pride of a team is essential to building a team. If people do not feel comfortable

with the team, he will find a way to exclude him as saying "I do not like them all." This will only weaken the strength of the team and work and school organizational goals are not achieved.

Thus, one way to improve self-esteem is to communicate productively. Among these are the always talking about that have been achieved, skill, and proficiency owned, and always understand the contribution of other experts. In addition, he may also be improved by increasing the professionalism any team.

Based on what has been dealt with, an individual who works in teamwork it is necessary to realize that the work teamwork devote to purpose and task forces in which he stressed the partnership, as well as contribute to the overall project. Methods-specific can be used in fostering teamwork working proficiency. Thus, every expert needs to be aware of the importance and role of labor impressive teamwork. This is what needs to be applied in the management system in the organization in order school Headmaster or Principal, teachers, and staff involved can work in a force that teamed with one purpose in order to achieve excellence.

The Importance of the Spirit of Cooperation

In a business organization, managers play an important role in cultivating the spirit of cooperation among its members. While in school, Headmaster or principal's role is important in encouraging the spirit of collaboration in the administration. Therefore, Headmaster or principal must give high concern on the level of communication among employees. This is because, a manager need to be aware that most of the problems that exist in the organization may be able to lead to estrangement. Thus, to ensure the goal is achieved, organizations or school principals should nurture the cooperative spirit through various activities of employees.

To promote productivity, collaboration among school members is extremely necessary. Conflicts that exist among employees can cause an activity or teamwork is

not running smooth and affected. Such a situation can occur when a Headmaster or principal is not focused on the spirit of cooperation and teamwork in administering their organization and lead teachers and staff. When workers have a high sense of togetherness, then the value of collaboration between employees will be nurtured. Employees who work together will reduce the individualistic attitude in carrying out its duties. The existence of cooperation in turn can increase work performance and achievements as well as the quality of school organization.

Relationship among humans is important in all organizations including schools, where principals must close relationship with teachers. Teachers and non-academic staff also need to have good relations with Headmaster or principal as leader of the school. This relationship enables the two sides to share information and carry out the work as a whole. Thus, this can improve the performance of work and develop a spirit of brotherhood and spirit of cooperation in the school organization

Family spirit

The family spirit (of togetherness) is also important for teamwork. This is because employees who have the spirit of family will be compromise and work together in teams. It is apparent that teamwork is better because it can hold discussions and share information between each other. School organization management will also be much easier when the goals and views all employees is in line. As a result, schools are able to evolve more rapidly and effectively.

The family spirit is also creating harmony within the organization. For school organization with a rich diversity of values, the spirit must be nurtured because of family values and cultural diversity in the workplace. When the value of the cultural clash occurs, then the Organization will face the problem of a conflict of personality differences, thinking, belief and understanding. In fact, the sense of family that instilled in school organizations will strengthen the relationship among teachers of different personality. Therefore, as a leader and Manager, Headmaster or principal

must take action in fostering the values of family values to the teachers and staff under his leadership.

The family spirit that is formed will help in improving productivity and reducing production costs. This is because when the spirit of togetherness in the school organization, the achievement of the work of teachers and staff can be upgraded. This is because employees can work in the tranquil atmosphere without dispute or conflict. With it, employees will be satisfied; the next will focus on improving the quality of performance in carrying out their duties. When teachers and staff are able to demonstrate the achievement of good work, school organization can improve productivity and reduce production costs. For example, teachers who have a good relationship will work actively and collaborate to educate students to achieve excellence.

In addition, the family spirit can also reduce the problem of employee absences. This is because workers felt fun to come to school and work in a team as a family. On the other hand, if the school is not fostering the family spirit in organization, employees may just be selfish, love to compete in unhealthy, and thus pressures at work. Such a situation makes them avoid being present at the workplace.

Although the family spirit brings many positive effects; but it can also have negative impacts on school organization. Among them is an employee would be too dependent on other workers. This happens when there are some workers who are unable to carry out his work individually after the existence of a spirit of brotherhood in the organization for having regular work as a team and assisted in implementing some specific tasks. Therefore, these workers are not able to support themselves, and this will be a problem when he is assigned independently. Such a situation would block the development of school organization.

Strategies to Foster the Spirit of Cooperation

Headmaster or principal must figure out some strategies to foster a spirit of cooperation in the Organization of the school. Among them is by encouraging teachers and staff to the mutual support and interaction. If one of the subordinate need guidance or advice, he can ask for help, advice or guidance from other subordinated by trying to eliminate the boundaries or limitations between the field works they perform in school. For example, if a teacher has the important task that must be completed urgently, then any after a teacher at that time can help her finish the job. Although these actions are disruptive if often done, but if done occasionally, such a situation would form a mutual support. Thus, the spirit of cooperation in the Organization of the school can be formed and nurtured among its members.

In addition, the training of employees as a group is also a strategy to foster cooperation in the organization of the school. Although this method is not very convenient, but it is undeniable that this training will strengthen the relations between the headmaster or principal, teachers, and staff involved in the organization of the school. Thus, all members can communicate and interact positively with each other.

Another strategy is to place an employee in a field appropriate to the task itself. It can encourage employees to hone his skills and ability to work with a more flexible and can encourage members to learn to respect each other. Generally, the more experienced workers are usually able to perform more important tasks. However, each individual must have their own strengths and skills regardless of age. Thus, workers can collaborate in carrying out its duties in accordance with their skills.

Build social relationships that exists among the workers also an important strategy in developing a spirit of cooperation. Organizing of a 'Family Day' every year is an good example. This activity can encourage employees to interact with each other to foster strong relationships as a family. Although there are some worker trainee within the organization, but the organization should think of it as a family. All activities such as seminars, visits, training, and so it is necessary to involve all employees in the

organization so that they feel valued and belonging to the organization. Then, the teachers and staff working in schools will be trying to commit their best to help the school achieve its goals. It even helps create a spirit of cooperation in the organization of the school for such activities difficult to implement in a short time without the cooperation of many parties.

Other strategies that can be used are in the form of reward points. Gratuity is meant here is expressly or not real. Praise, reward, bonus, and so on can be given to employees who work in fostering a sense of family within the organization. With the reward, employees will be more motivated and strive to improve cooperation.

Empower employees to make decisions can also develop a spirit of cooperation. The headmaster or principal who is the boss needs to open the space and opportunity for the teachers or staff who are skilled, capable, and has the potential to be involved in the decision making process. In this situation, the employee is given the opportunity to express their views in matters related to the management decision-making. They may present ideas that can help build or headmaster or principal decision-making. In addition, their talents that could potentially be can be explicated. The Headmaster or principal's action will make teachers and staffs feel that they are seen as crucial in the organization of the school. In addition, the headmaster principals can assess the real state of subordinates in the decision-making process. The headmaster or principal should do its utmost to avoid making decisions that will harm subordinates and schools. He can show concern for teachers and staff in the decision-making process. The disagreements that occur can be consulted for an agreement between the teachers and staff with the headmaster or principal, as well as helping to foster and promote the spirit of cooperation between members of the school organization.

Conclusion

By fostering effective teamwork, school organization will get a lot of benefit. Assignments are easy to implement and the goals achievable built more quickly and

effectively. The tasks easily achievable and makes the team stronger and more productive. However, cooperation is needed in teamwork because it is very important in any organization, including schools. To create quality workers and high achievers, the spirit of cooperation and brotherhood in the organization of the school was to be nurtured and developed. Among the importance of cooperation in the organization of the school is working to improve the performance, creating strong links between workers and harmonious working environment, improve employee productivity, and reduce costs. In addition, in developing a spirit of cooperation, the headmaster or principal is also facing many challenges in dealing with the various staff. Therefore, the headmaster or principal should play a role as a planner, coordinator, motivator, and mentor. Therefore, appropriate strategies should be undertaken to develop a spirit of cooperation in the organization of the school. Meanwhile, all teachers and staff need to give strong support in realizing the goals of the school.

Keywords: School Strategic Management, School Organization, School Leadership, Effective Team Work, Teachers, Headmasters, Principals

Definition of Keywords:

School Strategic Management and Organization: School organization is a subset of school management. The school management deals with the overall policy framing and ensuring the smooth functioning of the school, while the school organization is about the actual organization of resources, events, personnel of a school. In a school, we find the distribution of work.

School Leadership: Educational leadership involves working with and guiding teachers towards improving educational processes in elementary, secondary and postsecondary institutions. Those in educational leadership roles tend to go above and beyond just management and administrative tasks, however. They are trained to advance and improve educational systems and create and enact policies. In this

chapter educational leaders are Principals, Headmasters, Senior Assistants Teachers and clerical staffs.

Effective Team Work: Teamwork in schools where the educational leaders able to communicate effectively, has a hierarchy and built-in decision making system and able to come up with solution to a problem especially in education setting.

Teachers: Instructors from primary and secondary schools of Malaysia

Headmasters: Primary school leaders

Principals: Secondary school leaders

Staffs: Clerical workers in schools including gardeners

References

- Ab. Aziz. (1999). Perhubungan antara Gaya Kepimpinan Ketua Bidang dengan Kepuasan Kerja Guru-guru Mata Pelajaran Teknik dan Vokasional. Serdang: UPM.
- Blake, R. dan Mouton, J. (1978). *The New Managerial Grid* Houston. TX: Gulf.
- Covey, S.R. (2004). *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. New York: Free Press.
- Fiedler, F.E. (1966). The effect of Cultural heterogeneity, leader power, and leader attitudes on group performance: A test of the Contingency Model. *Journal of Experimental Social Psychology*. 2: 237-264.
- Fiedler, D.C. (1976). A contingency theory of socialization. *Administrative Science Quarterly*. 21(3): 433-452.
- Hall, V. dan Wallace, M. (1996). Let the team take the strain: lessons from research into senior management teams in secondary schools. *School Organization*. 16(3): 297-309.

Hall, V. dan Oldroyd, D. (1990). *Management Self-Development for Staff in Secondary Schools*. Bristol: NDCEMP

Spiegel, J. dan Torres, C. (1994). *Manager's Official Guide to Team Working*. San Diego: Pfeiffer & Company.