Application Of The Teamwork Concept In Islamic Education

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Abstract. Teamwork plays a crucial role in accomplishing an organization's objectives. In an organization lacking strong teamwork, besides increasing the likelihood of failure, the outcomes may fall short of expectations. Islamic education, as a system, must strengthen its collaborative efforts. With growing demands and fierce competition, relying solely on individual abilities, which are inherently limited, is insufficient for Islamic education actors.

Keywords: Islamic Education, Teamwork

1. Introduction

Solid teamwork is usually described by the proverb "Heavy is the same as being carried, light is the same as being carried". In this way, all heavy work will feel lighter if it is done and completed together. The role of teamwork significantly contributes to achieving organizational targets and goals. In an organization lacking strong teamwork, not only does it increase the likelihood of failure, but the outcomes may also fall short of expectations.

In the 21st century, characterized by the prominence of work teams and the imperative of building teamwork amidst globalization, with increasingly complex needs and competition that often justifies various means to achieve objectives, Islamic education must bolster its collaborative efforts. With growing demands and intense competition, Islamic education actors cannot rely solely on their individual abilities, which are inherently limited. This necessitates fostering collective efforts with others to achieve superior results, commonly referred to as teamwork.

2. Methods

This paper adopts a literature review research method, wherein all the data gathered is derived from an examination of various literature sources pertaining to the application of the teamwork concept in Islamic education.

3. Results and Discussion

3.1. Teamwork

A team comprises individuals who collaborate and interact to attain a shared objective. These individuals often hail from diverse disciplines or backgrounds, yet are collectively committed to contributing their unique perspectives for the greater good. Essentially, a team represents a gathering of individuals united by a shared commitment to achieving a mutual goal (Muqodim, 2006).

According to John R. Katzenback and Douglas K. Smith, as quoted by Kusnadi, a team comprises a small number of individuals or groups, each possessing complementary skills and a strong commitment to achieving a common goal. Furthermore, they employ techniques, approaches, and orientations that can be scientifically justified within their respective fields (Kusnadi, 2003). Conversely, Abdul Jawwad defines a team as a collective of intelligent

individuals, ranging from two to twenty people, who fulfill the criteria for establishing mutual understanding to generate synergy among various activities undertaken by its members (Jawwad, 2006). In another perspective, Patrick Lencioni suggests that a team typically consists of a relatively modest number of individuals, ranging from two to thirteen people, all sharing a common goal, as well as the rewards and responsibilities for attaining it (Lencioni, 2006).

Hence, it can be inferred that teamwork constitutes a collaborative group established to achieve the shared objectives of an organizational unit or society. A team consists of individuals with complementary skills who share a commitment to a common mission, such as enhancing Islamic educational performance, and operate under a framework of mutual interdependence. This concept of teamwork is exemplified in the following illustration:

In management, teamwork stands as the linchpin for effectively overseeing an institution. Examples abound of companies or organizations that experience rapid development and progress, all of which are underscored by robust teamwork and individuals with unwavering commitment. Conversely, organizations plagued by weak teamwork struggle to advance and may even regress (Muqodim, 2006). Work or activities executed within a teamwork framework offer inherent value due to the presence of diverse interpersonal dynamics devoid of formal barriers among individuals. This dynamic fosters a positive impact, as it serves to bolster the enthusiasm of team members, thereby enhancing productivity.

Teamwork has the capacity to surmount barriers between divisions and enhance cooperation among them, while also boosting and inspiring employees. This understanding is embraced by numerous educational institutions and organizations, recognizing that to transform into interactive collective entities, they must transition from a mechanistic system to a humanistic one founded on the principles of cooperation, mutual understanding, and a collaborative spirit (Jawwad, 2006).

The measure of a team's effectiveness greatly determines its operations in the field. So that the team can run effectively, there are several things you need to remember, including (*No Title*, n.d.):

1) Teams need clear goals
2) A team needs basic resources to operate
3) A team needs to know its responsibilities and the limits of its authority
4) A team needs a work plan
5) A team needs a set of tools to work
6) Teams need to use the right tools to address problems and find solutions
7) The team needs to develop a good and helpful team attitude

Several factors contribute to the formation of effective teamwork:

1. Collaborative thinking among two or more individuals tends to yield superior outcomes compared to individual thinking alone.
2. The concept of synergy suggests that the collective results achieved by a team surpass the sum of its individual members' contributions.
3. Team members develop mutual understanding and trust, facilitating mutual assistance and support.
4. Effective teamwork fosters open and effective communication.

For a group to be considered a team, it must exhibit certain characteristics (Membangun Team Work, n.d.):

1. Agreement on the team mission is essential; all members must comprehend and endorse the team mission to work cohesively.
2. Adherence to team rules is crucial; established rules provide a framework for achieving the mission.
3. Fair distribution of responsibility and authority ensures smooth team operation, with each member being treated equitably.
4. Adaptability to change is imperative; although change is inevitable and necessary, people often resist it. Therefore, team members must support each other in embracing change positively.

In striving to cultivate close cooperation, attention must be directed towards four essential factors (Siagan, 1991):

1. Organizational leaders should establish a robust motivational framework to foster passionate interactions among individuals.
2. It is imperative to have a well-defined organizational structure comprising a standard formulation of mission, primary tasks, functions, activities, status, and clear roles.
3. Each organization possesses its own distinct identity, contributing to its unique character.
4. Organizational leaders ought to nurture an environment of healthy competition among groups.

To establish a resilient and cohesive Team Work, certain elements must be present (Team Work Yang Solid, n.d.):

1. Vision and mission comprehension: Everyone involved in teamwork must genuinely grasp the organization's Vision and Mission. This ensures the elimination of mutual suspicion and enables the concerted focus on achieving common goals.
2. Mutual respect: Recognizing that each individual within the team plays a vital role, it is essential to respect and appreciate one another's contributions.
3. Unity: Emphasizing that the team is an inseparable entity akin to bundled sticks, which derive strength from unity. In times of adversity, members rally together to support and uplift each other.
4. Collaboration: Genuine and sincere cooperation devoid of hidden agendas is crucial for collective success.
5. Positive mindset: Positive thinking is fundamental within the team, valuing contributions based on substance rather than superficial appearances.
6. Willingness to sacrifice: True commitment to teamwork entails sacrificing not only material possessions but also time and personal sentiments, driven solely by the desire for collective success.
7. Confronting challenges together: Facing challenges and obstacles as a united front, with everyone rallying to overcome them collectively, ensures that no individual is left to navigate difficulties alone.

Islam also instructs individuals to establish work teams to accomplish their desired goals. Ahmad Abdul Jawwad (Jawwad, 2006) has identified verses from the Qur'an and Al-Hadith that encapsulate the values of teamwork. Some of the Qur'anic verses illustrating the importance of teamwork are:

Meaning: *And hold all of you to the rope (religion) of Allah, and do not become divided*. (Q.S. Ali Imran: 103)

Meaning: *And obey Allah and His Messenger and do not argue, which causes you to become afraid and lose your strength*. (Q.S.Al-Anfal: 46)

Meaning: *And do not be like those people who were divided and quarreled after clear information came to them. These are the people who will receive severe punishment*. (Q.S. Ali Imran: 105)

Meanwhile, several hadiths that contain the values of teamwork are (Jawwad, 2006):

"*How I wish to order prayer until it is truly enforced. Then, I ordered a man to be the prayer leader for the community. "After that, I and a group of men, complete with firewood, set out to beat the people who were not praying, then we burned their houses*" (H.R. Muslim).

"*I command you five things that Allah Himself has commanded me: (1) congregation, (2) listen, (3) obey, (4) emigrate, and (5) jihad fi sabilillah. Whoever moves away from the congregation for even an inch, the bukhul of Islam will be removed from his neck until he returns." The companions asked, "O great Messenger, even though he is committed to praying and fasting?", the Apostle answered, "Even though he is committed to fasting and praying, and even though he thinks that he is a Muslim."* (H.R. Ahmad)

"*If humans knew (the dangers of) being alone, no driver would dare to travel alone at night.*" (H.R. Al-Darimi)

"*Whoever breaks obedience and leaves the congregation, when he dies he will die in a state of ignorance.*" (H.R. Al-Thabari)

"*Satan hunts humans like a wolf hunts livestock where he will pounce on sheep that are alone and on the sidelines. Be careful of separating yourself and you must be committed to congregation and togetherness.*" (H.R. Al-Tirmidhi) Al-Jama'ah is one's tendency to live and participate in a team (Jamaah). It is a basic instinct in human life (Jawwad, 2006). Therefore, when a human being needs togetherness with other people to maintain the stability of life and prepare provisions for eternal life in the future, the togetherness that occurs must be in a productive format and characterized by mutual cooperation.

From several verses, we glean a valuable lesson: it is Allah who unites the hearts of believers. Those who believe possess the strength of community, as believers who have "ta'allufu al qulub" (unity of hearts), achieved by adhering to the rules of Allah and remaining close to fellow Muslims. Historical accounts reveal that when the Prophet Musa AS was tasked with confronting Fir'aun, he did not request weapons of war but rather a companion in arms, namely the Prophet Harun AS (Q.S. Thoha). This highlights the inherent social nature of humanity, as other individuals are part of Allah's divine plan to complement our shortcomings.

So Teamwork is the main component of Islamic democracy, which is continuously needed to strengthen and run the system for the long term. Therefore, currently the concept of teamwork or working in a team is highly emphasized because this is an important element that guarantees brilliance and success. In fact, this concept is not new in Islam, this concept has been emphasized by Islam from the beginning. For example, in the story of the Prophet when the Ahzab War occurred, with a high spirit of cooperation and mutual assistance, the Muslims succeeded in digging a section 5000 cubits long. To carry out this task, the Prophet divided his companions into several groups. Each group consisted of ten people and each

group was directed to dig a trench 40 cubits long and the Prophet was also involved in this project. When the enemy came, Allah granted his help to the Muslims.

The attitude of working in a team with such sacrifice, if embraced by humans, will undoubtedly yield high-quality work. This has the potential to bring about significant changes, akin to those witnessed during the time of the Prophet and his companions. Therefore, if the Prophet did not work and fight alone, Muslims today should better grasp the significance of teamwork. Imam Qadath states that Allah disapproves of individualistic behaviour, emphasizing the importance of adhering to His commands in an orderly manner. Allah enjoins that ranks be aligned in unity when praying in congregation.

3.2. Teamwork in the Implementation of Islamic Education

Successful development in the field of education necessitates the availability of quality human resources capable of addressing the global challenges that demand abilities, knowledge, and skills. The national competitive advantage will largely rely on a workforce equipped with professional education, advanced work skills, and strong work ethics

Improving the quality of education can be achieved by forming good teamwork, namely by creating a structure and parts to be able to interact and influence each other (Asnawir, 2006). Then, in order to create successful work in an organization (teamwork), according to Asnawir, each person involved in the team needs to pay attention to the following things:

1) Everyone involved in the collaborative group must understand and know their respective duties
2) The collaborative relationship between members of the organization must be clearly known
3) There is proper coordination between work units both in terms of objectives and in terms of activities carried out
4) Leaders must be able to use workers according to their abilities and interests
5) Administration and management activities can be carried out effectively and efficiently (Asnawir, 2006)

Teamwork resembles a building, comprising several components, much like a work team within an organization. This team typically includes a team leader, a deputy chairman, a team secretary, a treasurer, and members, all exerting maximum effort to align the vision, mission, and implementation strategies. Each member operates according to their duties and functions to achieve the organization's programmed goals, supported by allocated resources and other means. In Islamic educational institutions, the head serves as the leader, playing a pivotal role in program success, while teachers, as curriculum implementers, hold a crucial position. Their enthusiasm, creativity, ability, and loyalty are key to educational success at the school level. Administrative staff, assistants, and school aides also contribute significantly, as their performance greatly supports program achievement. Facilities, infrastructure, and resources are vital for school success. In summary, teamwork necessitates the unity of all components, akin to a single building; any missing or malfunctioning part could potentially lead to the collapse of the structure, depending on its role and function.

Teamwork stands as a crucial element in enhancing the quality of Islamic education. It constitutes a group of individuals collaborating towards a shared objective, which is to deliver satisfaction to all stakeholders involved. Within an organization, teamwork serves as a pivotal component in Total Quality Management (TQM), as it fosters increased self-confidence, communication, and independence development among its members.

Teamwork plays a crucial role in handling projects aimed at enhancing or developing the quality of education, as it empowers employees and their work groups by granting them

greater responsibilities. Cooperation within an educational institution serves as the primary capital in achieving quality and satisfying stakeholders through a continuous improvement process. Effective work teams are built on key components that can be categorized into four areas: task design, composition, contextual factors, and process (O'reilly, 2004).

Task design involves managers providing opportunities, freedom, and autonomy for teamwork to utilize their skills, talents, and abilities to complete tasks. Composition encompasses variables related to the character of the team members, their abilities, personalities, and the flexibility of the team.

In Islamic educational organizations, whether profit or non-profit, trust, honesty, integrity, and loyalty stand as the most valuable assets. Loyalty entails faithfulness to the principles upheld within the organization. Regarding leadership, leaders who blend caring behavior towards individuals and their work cultivate loyalty and solidarity within the existing teamwork (As-Suwaidan, 2005). Typically, such leaders also serve as mentors.

According to Abdul Jawwad, to maintain the loyalty of subordinates to the leader, there are certain actions a leader must undertake (As-Suwaidan, 2005):

1) Get to know individuals within the team through thorough introductions.
2) Always help clarify the team's objectives.
3) Stand ready to defend team members in the face of external pressure and criticism.
4) Maintain patience when dealing with potential divisions among team members.
5) Foster understanding among members regarding shared values, ethics, and work standards.
6) Strive to eliminate obstacles that impede the harmonization of team members' efforts.
7) Cultivate a harmonious atmosphere within the team.
8) Provide balanced attention to both task-related matters and the personal relationships of team members.
9) Explain the process for evaluating teamwork.

Apart from that, teamwork is an integral part of managing Islamic education, so it can be said that teamwork and loyalty are very strong in managing Islamic education. Whatever the pattern and style or model of leadership, it is always followed by very intense teamwork loyalty. In other words, the existence of teamwork in educational management in its various types, characteristics and forms, is very vital in order to implement predetermined educational programs.

Departing from this line of thinking, this effort to create teamwork in managing Islamic education assumes that the "portrait" of human actions is basically greatly influenced by social structures and institutions. Thus, according to this assumption, humans actually act or "appear" in a changing manner according to the wishes of their environment. To achieve goals, humans often do not show their true actions and self-expressions (self-impressions), at different times they can alternate with different appearances or "portraits".

As expressed by Erving Goffman in his theory of Dramaturgical Approuch. Goffman assumed that when people interact, they want to present an image of themselves that others will accept. He calls this effort impression management, namely the techniques used by actors to cultivate certain impressions in certain situations to achieve certain goals.

In other words, teamwork actions and expressions, which are called loyalty, are an interesting phenomenon, because these actions and expressions may change due to the influence of environmental structures (the Islamic boarding school environment) and intellectual potential.

The expression of these assumptions has logical consequences for the theories or concepts that are considered relevant used in this research. Several theories and concepts

have been chosen to help analyze or explain the phenomena studied in the sub-chapter discussing the findings. The theories or concepts chosen, either supporting or rejecting.

Because teamwork is an integral part that cannot be separated from leadership, teamwork is a vital need in the management of the organization, which can give rise to an action and expression called loyalty.

The following concepts and theories are considered to be helpful as a line of thought in analyzing or explaining how the phenomenon of teamwork and loyalty can occur. The concepts and theories selected and considered relevant in this research are:

First, the concept of teamwork (Patrick Lanciani), that teamwork influences the results of an organization in such a comprehensive and invasive way that it is really impossible to separate it as a separate variable. This concept was chosen to analyze and explain the existence of teamwork in an organization.

Second, the concept of teamwork urgency (Patrick Lanciani), that what maintains the greatest competitive advantage is actually not finance, strategy, and also not technology, but teamwork. This concept was chosen to strengthen the first concept.

Third, the concept of forming loyalty (Assuwaidan), that leaders who can combine caring behavior towards people and towards work are able to form and foster loyalty and teamwork solidarity. This concept is to explain how loyalty arises from a leader.

Fourth, Al-Wala wa Al-Barra'fi Al-Islam (Al-Qathani), that loyalty is support, defense, love, glorification, respect, and being with people who are loved physically and mentally. This concept was chosen to explain the sources of loyalty.

Fifth, Dramaturgical Theory, (Erving Goffman), the essence of this theory is that when humans interact with each other, they want to manage the impression they hope others will have of them. In this theory, social life is like a theatrical performance. This theory is to explain the actions and expressions of teamwork and loyalty.

Sixth, The Degree of Rationality of Social Action Theory. This theory states that regarding social actions, there are four types of actions according to the level of rationality they contain, namely 1). Instrumental rational action is an action with the means used by individuals to achieve the desired goals, short term, for their own interests, 2). Rational-value actions are actions that are influenced by belief and attachment to a high order of values such as truth, beauty, justice, or belief in God, 3). Affective actions are actions that are influenced by feelings, passions, psychological needs or emotional conditions, and 4). Traditional actions are actions that are carried out because of inherent habits or because members of society always act in certain ways. This theory is used to explain and analyze the phenomena of teamwork and loyalty, as in Gofman's theory above(Suharjo et al., n.d.).

Seventh. Collegial Theory (Davis), collegial models tend to lead to increased results in the right situations. This theory assumes that a collegial approach relies on the manager's or leader's efforts to create a feeling of partnership, management orientation is teamwork. This theory is used to explain the leadership approach model.

The application of the Team Work concept in education, especially in schools, will appear in various forms. Snyder and Anderson, stated that team work in schools can take the form of a management team which will assist the principal in making decisions or solving problems that arise in the school. Or it may appear in the form of a special team, which carries out special tasks, such as: curriculum development team, guidance and counseling team and so on, essentially these teams are formed for the benefit of improving the quality of educational services in schools.

Apart from that, the application of the team work concept in education can be used to improve the learning process carried out by teachers, for example through Classroom Action

Research, Lesson Study or supervision activities. The concept of team work has also been adopted as part of a learning strategy, known as Collaborative Teamwork Learning, which is a learning model that allows students to develop their ability to work collaboratively in teams.

There are several reasons why it is important to apply the concept of team work in schools, including: (1) by trying to involve everyone in the decision making process, it is hoped that everyone will be more responsible in implementing every decision taken, (2) everyone can learn from each other about various innovative thoughts from other people continuously, (3) information and action will be better if it comes from a group with diverse sources and skills, (4) it allows for improvement because every error that occurs can be identified and corrected, and (5) the courage to take risks because of the collective strength of the group (*Membangun Team Work*, n.d.)

4. Conclusions

Teamwork is a form of group work that aims to achieve previously agreed targets. It must be realized that teamwork is the fusion of various individuals into one person to achieve a common goal.

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