Strategy of Building Teamwork Toward an Adaptive Organization in The Vuca Era

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ARTICLE INFO

ABSTRACT

This article discusses various strategies that can be used to build solid Teamwork as a prerequisite in creating a competitive and adaptive organization in the VUCA (Volatile) era of uncertainty (Uncertain), complex (Complex), and ambiguous (Ambiguous). In that era, an organization must be solid and collaborative to be agile, adaptable, and quick to make decisions. The researcher, with the approach of reviewing literature on several internationally accredited journals such as Scopus and Sinta as well as the study of the big theory of works by HR experts, found several strategies to build solid and collaborative Teamwork in the VUCA Era, namely: 1. Proper HR recruitment, 2. Introduction of the vision and mission and socialization of organizational culture from an early age to new employees; 3. Teamwork training must be systematically and measurably planned through conflict management training.

1. INTRODUCTION

In Organizations consist of individuals and groups that have different backgrounds. In addition, everyone's motivation and interests are also other at work. However, organizations or companies require every employee to be able to work together to achieve the Company's goals. Without good Teamwork, it will be difficult for the organization to accomplish its goals effectively. What happens is the opposite of endless conflicts that make the organization less than its achievements and even damage the performance of other human resources. Therefore, building Teamwork in the essential sense of mutual respect and control (personal and group egos) to achieve organizational goals is necessary, especially in the VUCA era. However, while everyone understands the importance of Teamwork, effective Teamwork is difficult to realize in practice (Strode et al., 2022). So, the main and first challenge in establishing a company is to build Teamwork, and it continues to be a process as long as the business still exists. The difference between a great company and a bad one is its ability to build employee teamwork. Cooperation in a team is the highest competitive advantage in an organization or Company. "If you can get everyone in an organization to go in the same direction, you can master any industry, in any market, face any kind of competition and anytime" (Safira, 2023). From the explanation above, every leader must strive to realize Teamwork.

Furthermore, in modern organizations, competence is no longer in the personal realm but has risen at the team or group level. The ability or competence of the team to work together between groups in building an organization to be more advanced is a new meaning of joint work (Hendrawan et al., 2022). This means that the definition of cooperation is no longer adequate only at the level of individuals in groups, between groups in organizations and between organizations in a broader scope, such as partnerships between businesses, partnerships between organizations, and other cooperation at the global level.

Again, team building and collaboration occur around the clock and require tremendous effort, but the results and benefits are worth the effort for the organization. There is a positive and significant influence of Teamwork on employee performance (Joko Setyawan; Endang Rusdianti; Hardani

Widhiastuti, 2020), (Almaamari & Merza Salial, 2022) and (Lina et al., 2023). Partially, Teamwork has a significant influence on employee performance (Zulaspan Tupti, 2023). A similar conclusion was reached (Bagus Ramadhani Putra Perkasa, 2023), which said, ".... If teamwork and employee communication improve, then employee performance will also improve. Teamwork has a positive and play a significant role in sales processes, equipping sales teams with the necessary skills to leverage these tools is vital(Sager et al., 2014).

Moreover, the context of this study, focusing on the period from March 2021 to June 2023, includes significant events that have influenced the business environment globally. The COVID-19 pandemic, for instance, has accelerated digital transformation across industries, including logistics. It was necessary for businesses to quickly adjust their strategies in response to fluctuations in customer behaviour, interruptions in supply chains, and trends towards e-commerce. These factors have likely impacted the operations and strategies of PT. X, making this period a rich ground for examining how sales training and team composition affect performance(Ning & Yao, 2023; Nosike et al., 2023).

One of the key hypotheses guiding this research is that the number of sales personnel directly correlates with sales performance. Intuitively, having more salespeople should lead to higher sales volumes, given the increased capacity to reach and engage potential customers(Siagian et al., 2020). However, the effectiveness of these salespeople depends heavily on their training and the support systems in place. Therefore, merely increasing headcount without adequate training might not yield the desired improvements in sales performance(Rapp et al., 2020).

Another critical hypothesis is that the quality and quantity of sales training significantly impact sales performance. Training programs that focus on developing essential sales skills, such as identifying customer needs, negotiating, and closing deals, are expected to enhance the overall effectiveness of the sales team. Additionally, training on using CRM systems can improve sales processes by providing sales personnel with better tools for managing customer interactions and tracking sales activities(Hakim et al., 2021; Wibawa et al., 2018).

To test these hypotheses, this study utilizes a quantitative approach, analyzing data from PT. X's retail department over the specified period from March 2021 to June 2023. A number of variables pertaining to monthly sales performance, the number of sales personnel, and the number of hours of training that were offered to these sales personnel are included in the report. The purpose of the study is to find patterns and correlations that may be used to influence strategic decisions on the management of sales teams in technology companies. We will accomplish this by applying statistical tools such as regression analysis(Smith, 2024).

The significance of this research extends beyond PT. X, offering broader implications for tech startups in similar sectors. Understanding the interplay between sales team composition and training can help these companies develop more effective strategies for scaling their operations. Moreover, the findings can contribute to the academic discourse on sales management and organizational development in the context of fast-growing, technology-driven businesses(Farida & Setiawan, 2022; Rêgo et al., 2021).

Despite substantial research on sales performance, there remains a significant gap in understanding the specific dynamics that affect technology startups, particularly those in the logistics sector. Traditional sales performance models typically focus on established firms with stable operations, overlooking the unique challenges faced by startups. These startups operate in volatile environments characterized by rapid growth and constant market shifts, necessitating a distinct approach to sales performance analysis that accounts for these unique circumstances(Kanda et al., 2024).

Additionally, while the importance of training in enhancing sales performance is widely acknowledged, there is a lack of detailed examination of the types and quality of training programs specific to tech startups. The correlation between training hours and sales performance metrics in these environments is not well-documented. Moreover, existing studies often assume a straightforward relationship between the number of sales personnel and sales outcomes, neglecting the potential complexities in startups where the quality of sales staff and the effectiveness of their training might play a more significant role than sheer numbers(Arulsamy et al., 2023).

2. LITERATURE REVIEW

Definition of Teamwork

Teamwork is a concept that is widely discussed in management and organizational literature. A work team is a group of two or more people who work, completing tasks by uniting their abilities and interacting intensely with each other to achieve the same goal (Safira, 2023). This definition emphasizes Teamwork between individuals to achieve the same goal or goal. So, this Teamwork involves the contribution of each team member in carrying out interrelated tasks and sharing responsibilities to achieve the desired result. Teamwork is like an orchestra that works together to create beautiful music. If one of the team members is wrong in playing his instrument, it will cause disharmony. This view aligns with Kreitner and Kinicki's view of a team as a small group of people with complementary skills committed to goals, outcomes, and approaches in which each other is held accountable. So, the indicators of Teamwork are shared responsibility, mutual contribution, and maximum deployment of capabilities (Joko Setyawan; Endang Rusdianti; Hardani Widhiastuti, 2020) and Kreitner and Kinicki (2013).

In the above sense, Teamwork emphasizes the importance of communication, coordination, and collaboration among team members. According to Tuckman, Teamwork is not a one-time process but involves various stages of development where team members learn to work together and achieve optimal performance (Sokman et al., 2023). Edgar Schein (1988), an expert in organizational culture, also defines Teamwork as a long process in which team members initially develop shared norms and values that support the team's goals. Schein also emphasized the importance of team culture in facilitating effective cooperation and collaboration (Wahyudi et al., 2023). This understanding is interesting because it agrees with Tuckman's view above, which explains the "equalizing values or norms" process in forming a team. This means that strong Teamwork will occur if it is supported by the members' similarity in frequency, values, and certain norms. Because organizational culture is a product of values and norms, organizational culture is also the foundation for the behavior of organizational members as a team.

According to Salas, Teamwork is a dynamic process that involves communication, coordination, adaptation, and collective action from team members to achieve a common goal. Thus, Teamwork also requires certain competencies from team members, including the interpersonal and technical skills needed to function effectively (Hendrawan et al., 2022). Competence, work culture, and experience working together, as described above, will result in a solid and collaborative team, such as Teamwork of a world-class football team that can be dynamic in dynamic and complex game situations from a variety of opponents with different characters. They were successful because they implemented the following four teamwork structures: the top component in the football action hierarchy is communication. To be successful, football actions by players in a team must be based on a mutually agreed-upon idea. This idea can be called tactics. Communication is needed so that all team members understand tactics together. The component under communication is game insights. This level is related to making decisions to carry out football actions. Decisions are made in line with the execution of techniques. At the level below, physical fitness (specific to football) serves as the foundation for executing techniques to be carried out in a quality and continuous manner during the game." (Ardiyanto, 2021).

According to Stephen R. Covey in Sapriadi, S. (2022), teamwork is not just about working together but about understanding and appreciating the strengths of different individuals and working synergistically to achieve common goals. Covey emphasizes the importance of creating an environment where each team member feels valued, heard, and respected so that they feel motivated to give their best ("The 7 Habits of Highly Effective People: Years: the concept of "Win-Win" or "Synergy" is explained. In the context of Teamwork, "Win-Win" refers to finding a solution that benefits all parties, not just one party. It emphasizes the importance of integrating the strengths and perspectives of diverse team members to achieve better outcomes than might be completed individually. Covey emphasizes that effective Teamwork is not only about achieving common goals but also about creating an environment where each individual feels valued and supported and where synergistic collaboration can occur to achieve greater results than is possible individually.

From the various definitions above, it can be concluded that Teamwork is a collective effort in which individuals with diverse skills work together to achieve a common goal. Key factors in Teamwork include effective communication, coordination, commitment to a common goal, and collective

responsibility. Understanding these definitions can help organizations build and maintain effective and productive teams.

3. METHOD

The The method in this article uses qualitative library research, which is a method of collecting data by understanding and studying theories from various literature related to the research. Data were collected through documentation methods, where researchers identified and collected written sources, including reputable international journals and SINTA-accredited related journals. Data analysis was carried out using descriptive methods to describe the findings from the literature studied. There are four stages of literature study in research, namely preparing the necessary equipment and tools, preparing a work bibliography, organizing time, and reading or recording research materials (According to Zed, 2004). The first step of the study is to conduct an in-depth literature review to study the relevant results of previous research. The library materials from these various references are critically analyzed and must be in-depth to support their propositions and ideas. To ensure quality, only literature from reliable sources is included in the analysis. The search was carried out using the keywords "Teamwork," "teamwork," and "Building Teamwork" through Scopus.com and Google Scholar, with articles published between 2020 and 2024, specifically in United Kingdom language in Scopus.com and in the United Kingdom and Indonesia languages on Google Scholar and Google Scholar. The data obtained were then selected, interpreted, and used to support the findings of this study. This research is expected to provide in-depth and comprehensive insights into the topics discussed and make new contributions to the field.

4. RESULTS AND DISCUSSION

a. What is an effective strategy for building Teamwork in the organization?

Teamwork, better known as Teamwork, is the process of planning, implementing, and controlling team members to work together, communicate effectively, inspire, and gain Trust to produce coordinated collective actions to achieve all targets effectively and efficiently. In an organization, Teamwork is very important to build its effectiveness. Cooperation in creating the vision and mission that has been agreed to establish a harmonious relationship between members of the organization. For this reason, Teamwork is very important and has a position that must be considered (Suharjo et al., 2022). Building effective Teamwork has complex but essential challenges for organizational success. To achieve this, a variety of methods and strategies can be applied. Here is an in-depth explanation of the best techniques and strategies that can be used to build Teamwork in an organization, namely: A. Systematic, measurable, and planned planning. They are starting with the right HR Recruitment, which can be done by the organization or HR division leader to find HR criteria that follow the organization's visions and missions, follow the organizational culture, and have independent organizational experience so that they are ready to work together. Stephen R. Covey also said that people can cooperate effectively (interdependent) only if they are already independent. Meanwhile, Tuckman's theory says that a person is only skilled in cooperation if he has gone through the process of cooperation stages ranging from forming, storming, and norming to performing. Thus, solid and collaborative Teamwork is a long-term effort of the Company, starting from the right HR recruitment process and maintaining and developing it (No et al., 2018). The same opinion was conveyed by Safira, who said that Teamwork starts from a series of long processes, including Identification, Interdependence, power differentiation, social distance, and conflict management tactics, as briefly explained below.

1. Identification

As a team member, you must be able to identify yourself as a team that is currently undergoing and not as another team (Aamodt, 2009). So, during the meeting, they should call themselves a group that is formed not based on their division.

2. *Interdependence*

As a team member, you need help, expertise, and opinions from other team members. Because if it is not so, it cannot be called a team.

3. *Power Differentiation*

Each member must strive to reduce Power Differentiation by treating each member equally. Be polite to each other and stay away from disputes.

4. *Social Distance*

Members reduce social distance or distance in social relationships between each member by becoming more empathetic, relaxed, easy to praise, and having the same thoughts.

5. *Conflict Management Tactics*

Team members resolve conflicts by negotiating or uniting, understanding the other members' thoughts, and then trying to compromise by not using threatening tones on each side.

6. *Negotiation Proces*

Using a win-win solution so that the results can benefit all parties (Safira, 2023). Development of cooperative competencies from an early age. Several theories say cooperation is the fruit of learning, training, and experience working together in households and educational institutions from an early age. Thus, academic institutions and families play a role in inheriting cooperative learning from an early age. Parents and educators must prioritize the creation of collaborative learning environments, replacing lecture-style classrooms with student-centered ones. The purpose of this method is to use four stages of the Tuckman Model teamwork model: formation, raid, normation, and performance stages. This study concludes that the Tuckman method united all participants to achieve the goal (Sokman et al., 2023). 3. Introduction of the vision-mission and organizational culture

Vision, Mission, and Corporate Culture The Company is the organization's ultimate goal. It is a tool for leaders to find human resources who can work together to help them realize this. Thus, finding the right human resources, having the same organizational culture as the Company, and realizing the Company's vision, mission, and culture are very helpful in building a compact HR team. Widyaswari, R. U., Utami, H. N., & Ruhana, I. (2016) said that organizational culture and leadership style significantly influence Teamwork, both partially and simultaneously. Lasmi, A., Bayhaqi, H., & Suhairi, S. (2022) also said that team building is a group of individuals with a common goal to achieve. Cooperation, shared feelings, mutual respect and encouragement among group members are needed to achieve this goal. Several things affect the group's formation, including communication, motivation, the ability to manage conflicts, competition, and cooperation. This means that the similarity of organizational culture and knowledge of where the organization wants to be brought becomes the glue for collaboration and a tool that can be used to be a tool for reconciliation if a conflict occurs in the middle of the road.

b. **What is the role of leadership in building and maintaining solid Teamwork?**

Leadership is crucial in building and maintaining solid Teamwork in an organization. Effective leaders steer the team toward achieving goals and ensure that the dynamics and relationships between team members remain healthy and productive. In this case, the leader's role starts with creating the organization's vision and mission, recruiting the HR team to explain the organization's vision and mission, and building organizational culture. Leadership is a process of a person's ability or expertise that can influence others or a group of people to be willing and able to work to achieve the goals expected by the Team or Company (Febrianto, 2021). An effective leader is a leader who can move and motivate others to do what they want to achieve a common goal. The Prophet Muhammad, who Michael named I Hurt the best leader of the 100 most influential world figures, also emulated a leadership style that successfully inspired his team to work together even at the level of brotherhood (Deswita & Asmendri, 2022). The implementation is adjusted to the context and locus of leadership. In the context of education, teachers as leaders in the classroom, for example, are no longer enough to involve students in learning; what is no less important is how students get used to a collaborative work environment. "Currently, educators are prioritizing the

creation of collaborative learning environments, replacing lecture-style classrooms with student-centered ones," wrote (Sokman et al., 2023). This also applies to today's digital generation. Leaders must also explain to the digital generation that the ability to work in a team and mastery of applications is still necessary in the current era of digitalization (Soboleva & Karavaev, 2020).

So Teamwork needs to be known and learned and requires facilities and media, a learning culture, and even teamwork experience, which requires support and alignment from leaders. In addition, leaders must also build a system and culture that favors the development of Teamwork. Historically, followers considered leaders heroes and admired for their courage, extraordinary achievements, or noble qualities. But now, in the 21st century, a Leader guides, inspires, and motivates others to work together and do more. So, the definition and responsibilities of a Leader have changed drastically. Leadership requires building and maintaining a strong, collaborative team of individuals working toward a common goal. Building a team requires other leadership strengths, such as effective communication skills and conflict resolution (Ashwini et al., 2020).

c. What challenges are faced in building Teamwork, and how can you overcome them?

It's not easy to build Teamwork. The leader must be able to coordinate his subordinates so that they can work well to carry out their responsibilities. Motivating and creating a comfortable work atmosphere (Nabila Padmasari et al., 2023). Among the challenges in building Teamwork are as follows:

1. Differences in Personality and Background: Differences in team members' personalities, values, and backgrounds can create conflicts and hinder cooperation. **It can be addressed with Self-Awareness and Empathy. Training**: Provides training to increase team members' self-awareness and empathy to understand better and appreciate differences. **Team Building Activities**: Conduct team building activities designed to strengthen relationships and promote understanding between team members

2. Ineffective Communication : Poor communication can lead to misunderstandings, hinder collaboration, and decrease productivity. Communication is transferring meaning in the form of ideas or information from one person to another. The transfer of meaning involves more than just the words used in conversation; it involves facial expressions, intonation, vocal breakpoints, and so on. Communication is the exchange of information between the sender and the receiver, and conclusions are drawn as perceptions of the meaning of something between the individuals involved (Zulaspan Tupti, 2023). Conflicts often occur due to miscommunication. So, the solution is to correct the cause of miscommunication through routine meetings, open the door to communication through WA groups: C, and promote the growth of mutual Trust among team members. A lack of understanding of organizational goals, unbalanced workload, unclear roles and responsibilities, and consequences of unfair leadership can also cause conflict.

The various challenges in building a team in an organization are managing dilemmas, repetitive dramas, and differences, developing strong relationships, and creating Trust that leads to increased collaboration, more innovative solutions, and breakthrough results (Norenberg, 2020). The study results show that humble leadership is positively related to project success. In addition, building a team partly mediates the relationship between humble leadership and project success. In addition, top management support is anticipated to moderate the direct and indirect relationship (through team building) between humble leadership and project success. Originality/value – Drawing on the theory of resource conservation, this study found that humble leadership is essential for project success and, thus, extends the usefulness of humble leadership to the project literature (Ali et al., 2021). Effective leaders can influence team motivation through effective communication, positive feedback, rewards and recognition, and a supportive work environment. The key factors that affect the performance of a great team also need to be considered. Factors such as team trust, collaboration, effective communication, and leader support are the main factors that contribute to great team performance. This study uses a literature study method to determine leadership's role in organizations (Nuril Shofiyah, Aef Fikrial Barlean, 2023). I focus on two aspects of

Teamwork (skills coordination and communication) and review how leaders can get started by leveraging mechanisms, including framing work, using communication structures and engaging in leader inclusivity (Mayo, 2020).

d. What is the impact of effective Teamwork on the overall performance of the organization?

Effective Teamwork has a significant impact on overall organizational performance because, in general, Teamwork is a process that allows ordinary people to achieve extraordinary results (Joko Setyawan, Endang Rusdianti, 2020). Good Teamwork can also create work efficiency, idea collaboration, supervision and feedback, and a positive work e**nvironment. Better Results.** As such, investment in building and maintaining effective Teamwork is essential for the organization's long-term success. The presence or absence of cooperation in the group and organization highly determines the quality of a group or organization. The quality of the group is characterized by the growth of mutual Trust, openness or transparency, self-realization or self-realization, and Interdependence (Safira, 2023). A study in the United Kingdom on the relationship between Teamwork and fatigue among general practitioners (GPs) showed that Teamwork in general practitioners was significantly negatively correlated with emotional fatigue and positively correlated with personal achievement. This means that Teamwork increases doctors' performance and reduces emotional fatigue (Galleta-Williams et al., 2020). This study found that physicians who considered themselves working in general practice with an effective teamwork climate had lower fatigue levels. Dropping it, they also feel the benefits of Teamwork in improving their morale/health and service delivery.

Teamwork is one of the most recommended tools for organizational transformation. Initiatives such as redesigning business processes, total quality management, or developing new products almost always depend on an effective and high-energy group effort (Drew & Coulson-Thomas, 1997). The ability to work as part of this team is one of the most important skills today. Business organizations seek individuals who can provide their ideas and want to create and develop projects and plans with equally talented people (Tripathy, 2018). The following are the most important benefits that Teamwork can offer to individuals and the organization: Teamwork raises Creativity and Learning, Teamwork builds Trust, Teamwork resolves Conflicts, Teamwork promotes Ownership, and Teamwork offers healthy risk-taking. (Tripathy, 2018). From the explanation above, Teamwork has many benefits for individuals, groups, and the organization itself.

5. CONCLUSION

The From the discussion above, it can be concluded that among the effective strategies in building Teamwork in the organization are: 1. Proper HR recruitment, 2. Introduction to the vision, mission, and organizational culture from an early age. 3. Teamwork training in a systematic, measurable, and planned manner. Then, leadership plays a crucial role in building and maintaining solid Teamwork in the organization. Effective leaders not only direct the team towards the achievement of goals but also ensure that the dynamics and relationships between team members remain healthy and productive through creating the organization's vision and mission, recruiting the HR team and explaining the organization's vision and mission, building the organizational culture, and implementing it according to the organization's needs, preparing a forum for training, nurturing and developing Teamwork. It's not easy to build Teamwork. Among the challenges in building Teamwork are Differences in Personality and Background, Ineffective Communication, and Low Quality of Human Resources. Effective Teamwork has a significant impact on the overall performance of the organization because, in general, Teamwork is a process that allows ordinary people to achieve extraordinary results. The following are the most important benefits that Teamwork can offer to individuals in particular and the organization as a whole: Increasing Creativity and Defenders, Build Trust, Resolve conflicts, Promoting a sense of Belonging, Offering healthy risk-taking), Suggestion. This research will be more comprehensive if it is continued with research on each profession, such as football clubs, large corporations, and SMEs.

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