

# **Teamwork Model for Excellence in Special Large School Office of The Basic Education Commission**

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## **Abstracts**

The research objectives were: (1) to study the states and the problems of teamwork building among extra-large schools and the components of a teamwork to achieve excellent performance for extra-large schools (2) to develop a model for developing an excellence-oriented teamwork in extra-large schools under the Office of the Basic Education Commission; and (3) to evaluate the developed the excellence-oriented teamwork model. The research informants included the directors of the schools, the heads of the school divisions, and teachers, and scholars. The data was collected using questionnaires, workshops, connoisseurship, and public hearing and was analyzed using percentage, mean, standard deviation, and content analysis

The results showed that (1) the factors that fostered the team building were listed according to the mean scores from highest to lowest were positive and creative thinking, appropriate leadership, and conflict resolution respectively. The problem consisted of good communication between the school members, and lack of effective communication between different departments, levels or teams. (2) The developed model consisted of eight components: 1) principle, 2) objectives, 3) inputs, 4) processes that consisted of implementation of responsibilities, communication, participation, trust, leadership, conflict resolution joint decision good atmosphere and environment creativity and positive thinking, 5) Outputs, Results, and 6) success conditions. (3) Teamwork model in special large school office of the basic education commission was considered feasible and profitable at the highest level.

**Keywords:** Teamwork Model; Excellence in Special Large School; Basic Education Commission.

## **Introduction**

The Twelfth National Economic and Social Development Plan (2017-2021) has been drawn up in a time of national reform and the rapidly changing global situation. There are ten strategies set out in the 12th National Economic and Social Development Plan, which are more detailed than those in the 20-year National Strategy, consisting of the six national strategies, namely strategies for enhancing and developing human capital potential, promoting and developing personnel in terms of working as a team. Executives must be known to divide work or delegate powers and distribute responsibilities to everyone in the unit. Organizations to be successful must have good cooperation. A good team comes from personnel in the unit with good coordination. In terms of working as a team, the management must realize that the success of the work is not caused by any one member in the agency alone, but from the power and cooperation, including the coordination of everyone and all parties involved. School is an

educational institution under the Education Service Area Office (Nattarida Bungthong, 2018 : 206).

There are many forms of organization development processes because each organization has different problems and environments. Success in the pursuit of strategies motivates the organization to continually and systematically improve and change, by changing the working culture will enable the organization to operate effectively and efficiently. Therefore, all resources have been mobilized for maximum benefit and work together as a team. In which the team is a sub-element of the organization, when the sub-element is effective, the organization is also effective. Therefore, organizational development focuses on finding techniques and methods to intervene in the organization in order to develop an effective group or team. One of the most important tools for organizational development is the team building technique. This is because it is an important organizational development technique that improves and increases the efficiency of teams (Covin & Kilmann, 1989 : 202–204). In addition, the improvement of working relationships by using group power helps the organization to achieve success in the work by the team members are satisfied with the work done and the coworkers are satisfied, such as Same (Poornpipat Rukponmongkol, 2019 : 231)

Teamwork is a way for members to monitor their behavior and identifying causes of action leads to improvements in overall organizational effectiveness. This is because working together as a team creates the wing of the school. It creates a good life for everyone, unless each member is developed, a good work system is implemented and also makes progress in teamwork. Therefore, teamwork techniques are widely accepted and useful for all levels of work. Because it is a harmonious combination of knowledge, abilities, experiences of members. It helps to enhance work efficiency and improve the organization so that the overall objectives of the organization achieve the highest speed. It can increase productivity where team members are satisfied with their work and satisfaction with their colleagues (Suwanna Pongpongphun, 2015 : 12).

The organization's work to be successful and effective requires the cooperation of the members in the work, the structural factors of the team such as clarity in setting objectives, clarity of assignments and the atmosphere in the team. workIn terms of management, team leaders at all levels must build a good relationship with the team, provide recognition and support, and build morale and motivation in the team. Things to consider, which are elements of working in a team include: shared goals, mutual trust, mutual respect, interaction. In addition, regular team development is a key technique that helps inefficient development work to produce excellent performance. Because teamwork is a form of management that is currently accepted as one of the most beneficial to individuals and organizations (Kamonnit Wilailang, 2016 : 2).

Developing a true team by adopting rules to achieve success, the operational aim of the focus should be on sincere openness to each other, building trust and having an appropriate mutual agreement, The purpose and suitability of the work is established, not attached to the management but rather by the members involved, creating challenges for the working group by bringing in new facts and information to support it. Work, authority should be used for benefits such as positive feedback, mutual care, reward, etc. (Katzenbach, & Douglas, 1994 : 119).

It can be seen that from the educators mentioned above, every unit is managed by working as a team. Many agencies therefore want their organizations to work efficiently. Thai educational institutions have always made an effort to promote educational institutions to

achieve excellence, referring to the project to promote schools. To have quality, such as outstanding schools, royal awards, students' academic performance higher than the specified criteria, etc. They aim to develop educational management to be of quality, excellence, equality in providing education services that are equal and standardized in accordance with the Office of the Basic Education Commission.

### **Research Objectives**

1. To study the composition, condition, problems of teamwork for excellence in special large school office of the basic education commission.
2. To create a model and manual of teamwork for excellence in special large school office of the basic education commission.
3. To assess the model and manual of teamwork for excellence in special large school office of the basic education commission.

### **Literature Review**

The researcher has studied documents, research papers and related literature to present them in order as follows:

1. The concepts and related management theories consist of the meaning of the theory. Definition of Organizational Management, Herzberg's Theory of Motivation, Maslow's Step Theory of Requirements, Group Behavior Theory, Quality Management Theory (PDCA), Conflict and Conflict Management, and Best Practice Theory
2. The concept of teamwork includes the definition of teamwork, the importance of teamwork, teamwork factors, teamwork elements and effective teamwork.
3. Pattern theory includes the meaning of the pattern, the type of the pattern, the examination of the pattern and the elements of the pattern.
4. The preparation of the manual contains the meaning of the manual, the good characteristics of the manual and the elements of the manual.
5. Component analysis consists of element definition, elemental analysis model, exploratory component analysis and confirmation element analysis.
6. The context of an extra-large educational institution of the Office of the Basic Education Commission
7. Related research consists of domestic research and foreign research.

## Conceptual Framework

This research is a mixed research. The researcher has formulated a research conceptual framework based on the concept/theory of quality management throughout the organization, with details as follows:

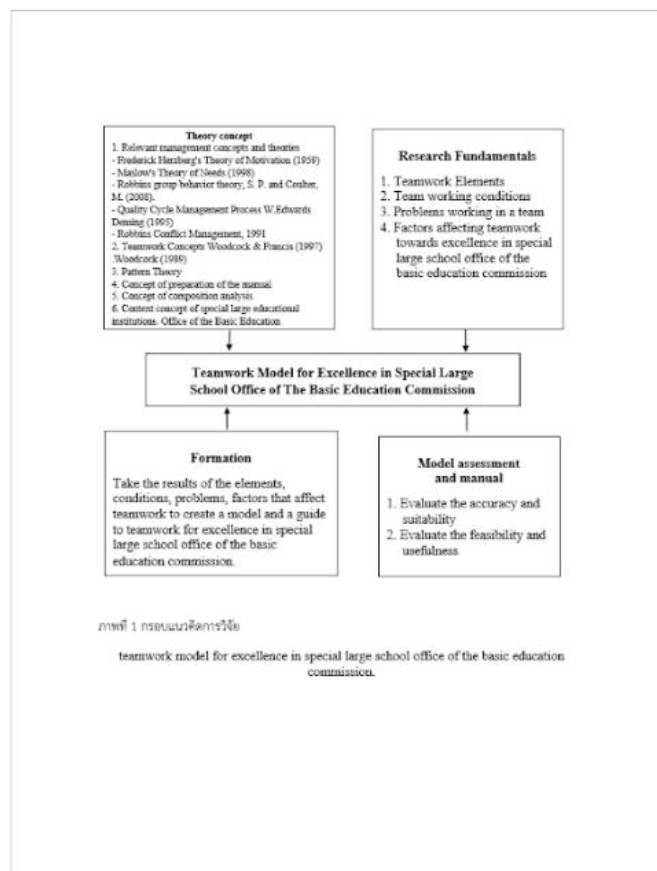


Figure 1. shows the research conceptual framework.

## Research Methodology

This research uses a mixed research methodology. There are 3 steps of research methods as follows:

Step 1: Study the elements, conditions, and problems of teamwork model for excellence in special large school office of the basic education commission.

1.1 Analyze the components of teamwork towards excellence in special large school office of the basic education commission. The population is a special large school of primary and secondary education across the country under the office of the basic education commission, totaling 1,143 people. The samples were obtained by using Comrey & Lee's

conceptual group size determination method (Comrey & Lee, 1992 : 75). The total number of 500 individuals was multistage randomization. The tool used was a questionnaire. Data analyzes included mean ( $\bar{X}$ ), standard deviation (S.D.), skew (SK), kurtosis (KU), discriminant power (r), correlation coefficient and confirmatory factor analysis.

1.2 To study the conditions, problems of teamwork model for excellence in special large school office of the basic education commission. The population is a special large school in both primary and secondary schools across the country under the office of the basic education commission, totaling 1,143 people. The number of samples used in this research were 318 people using a multistage randomization method using tables (Ymane, 1967, p.886). The tool used was a questionnaire. Data analysis included frequency distribution, percentage, mean ( $\bar{X}$ ) and standard deviation (S.D.).

Step 2 Creating a teamwork model for excellence in special large school office of the basic education commission.

2.1 To study the factors of special large school office of the basic education commission by studying educational institutions with excellent practices. The data source was the administrators of 3 model schools involved in teamwork by selective method. The tool used was a semi-structured interview form. Data analysis is the content analysis of data and writing it as an essay.

2.2 Drafting a model and a manual for teamwork towards excellence in special large school office of the basic education commission by a workshop. The data source was an expert which was obtained by selectively selecting 11 people. The tools used were record forms, content analysis tables, research objectives and research conceptual frameworks. Data analysis is the analysis of content and drawing conclusions.

2.3 Examine the draft model and manual for teamwork for excellence in special large school office of the basic education commission through expert-based seminars, which were obtained from a specific selection of 9 people. The tools used for drafting and drafting manuals are workshop topics, questionnaires, to verify the correctness and suitability of the drafts and manuals. Data analysis is mean, standard deviation (S.D.), analysis. content by taking the recommendations of experts to consider the consensus and improve.

Step 3 Evaluate the model and manual for teamwork for excellence in special large school office of the basic education commission by public hearing seminars. The source of information is the information providers who are educational institution administrators, teachers and educational committees who are in special large school office of the basic education commission of 50 people. The tool used was a feasibility and usefulness assessment. Data analysis is mean, standard deviation.

## Results

1. Summary of the results of the study of elements, conditions, problems of teamwork for excellence in special large school office of the basic education commission.

1.1 The results of the analysis of the composition of the model and the manual for teamwork towards excellence in special large school office of the basic education commission. From the results of the analysis of mean, standard deviation, skewness and kurtosis of the observed variables.

**Table 1. shows the mean, standard deviation, skewness, and kurtosis of variables observed in models that affect teamwork to excellence in extra-large educational institutions. Office of the Basic Education Commission of the elements**

Variable	$\bar{X}$	S.D.	Skewness	Kurtosis	Level
1. Clear team goals	4.37	0.46	-0.44	-0.23	High
2. Good relationship	4.39	0.47	-0.40	-0.52	High
3. Responsibilities, appropriate roles	4.42	0.45	-0.69	0.23	High
4. Coordination	4.37	0.53	-1.06	1.99	High
5. Good communication, open	4.32	0.49	-0.52	-0.09	High
6. Participation and cooperation	4.37	0.47	-0.57	-0.03	High
7. Trust and Respect	4.42	0.49	-0.47	-0.45	High
8. Proper leadership	4.41	0.53	-0.73	0.58	High
9. Conflict Resolution	4.33	0.55	-0.95	2.03	High
10. Team Decision	4.31	0.51	-0.83	2.92	High
11. Good atmosphere and environment	4.38	0.48	-0.54	-0.19	High
12. Creativity and Positive Thinking	4.40	0.46	-0.36	-0.40	High

From Table 1, the mean of the observed variables ranged from 4.31 to 4.42 and the standard deviation ranged from .45 to .55, thus being classified as normal distribution. When considering the skew distribution of the observed variables, it was found that All have negative values. and a value approaches 0, indicating a normal distribution. Shows that the information that is skewed to the left is at a high level score. The distribution of data from kurtosis considerations means that higher kurtosis means less kurtosis. The results of the analysis revealed that the highest prevalence was joint decision making, 2.92, followed by conflict resolution 2.03, and coordination 1.99, respectively.

The results of the analysis of the internal correlation coefficient in the components used to create a teamwork model for excellence in special large school office of the basic education commission. Prior to the confirmation component analysis, the researcher used the data to calculate the Inter correction coefficient of the components in order to determine the correlation characteristics of the sample for determining the suitability of the metric to be used in the analysis composition analysis by considering the relationship of the components to be analyzed From the above study, it was found that the components were related as shown in Table 2.

**Table 2. shows the internal correlation coefficient between the observed variables.**

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1.2.2 ผลการวิเคราะห์ค่าสัมประสิทธิ์สหสัมพันธ์ภายในองค์ประกอบที่ใช้ในการสร้างรูปแบบการทำงานเป็นทีมผู้มีความเป็นเลิศในสถานศึกษาขนาดใหญ่พิเศษ สำนักงานคณะกรรมการการศึกษาขั้นพื้นฐาน

ก่อนที่จะทำการวิเคราะห์องค์ประกอบเชิงยืนยัน ผู้วิจัยได้นำข้อมูลมาคำนวณค่า สัมประสิทธิ์สหสัมพันธ์ (inter correlation coefficient) ขององค์ประกอบ เพื่อให้ทราบลักษณะความสัมพันธ์ ของกลุ่มตัวอย่างสำหรับการใช้พิจารณาความเหมาะสมของตัวแปรที่จะนำไปใช้ในการวิเคราะห์องค์ประกอบ โดยพิจารณาความสัมพันธ์ขององค์ประกอบที่จะนำไปวิเคราะห์องค์ประกอบ จากการศึกษาดังกล่าวพบว่า องค์ประกอบมีความสัมพันธ์กัน ดังตารางที่ 24

ตารางที่ 24 แสดงค่าสัมประสิทธิ์สหสัมพันธ์ภายในระหว่างตัวแปรสังเกตได้

	aa	bb	Cc	Dd	ee	ff	gg	hh	ii	jj	kk	ll
aa	1											
bb	.703**	1										
cc	.744**	.740**	1									
dd	.673**	.632**	.801**	1								
ee	.721**	.667**	.768**	.783**	1							
ff	.703**	.650**	.742**	.725**	.812**	1						
gg	.610**	.697**	.700**	.646**	.714**	.716**	1					
hh	.623**	.592**	.706**	.682**	.741**	.696**	.665**	1				
ii	.622**	.565**	.684**	.703**	.780**	.711**	.673**	.795**	1			
jj	.638**	.548**	.678**	.696**	.792**	.746**	.652**	.754**	.802**	1		
kk	.622**	.644**	.697**	.658**	.739**	.725**	.714**	.722**	.743**	.767**	1	
ll	.627**	.568**	.647**	.648**	.716**	.674**	.681**	.708**	.766**	.734**	.782**	1

\*\* มีนัยสำคัญทางสถิติที่ระดับ .01

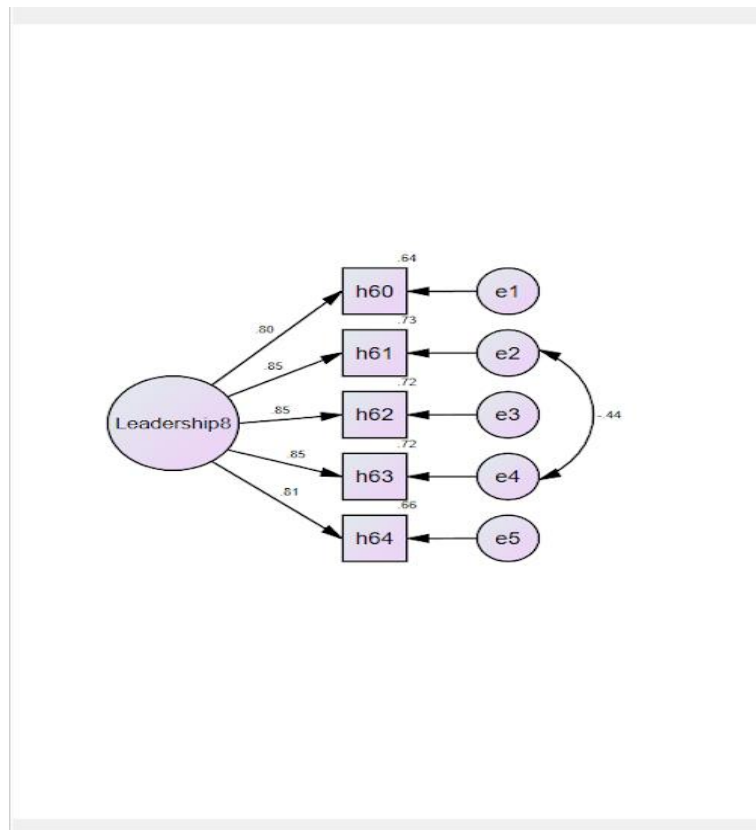
**\*\*Statistically significant at the .01 level.**

From Table 2, the results of the analysis of the internal correlation coefficient of the components of teamwork towards excellence in special large school office of the basic education commission found that the internal correlation coefficient between together of all 12 component. There was a statistically significant correlation at .01. .812 is good communication, open with participation and cooperation. The pair of variables with the lowest correlation of .548 were good relationship and joint decision making.

**Table 3. shows the correlation test of the components of teamwork towards excellence in special large school office of the basic education commission.**

Test statistics	Test statistics/criterion	Interpretation
KMO	.971	It is very appropriate to analyze the composition.
Bartlett's Test of Sphericity	.000	correlated

From Table 3, it was found that the results of the statistical analysis of Significant = .000 were suitable for further corroborative component analysis. The suitability of the sample should be greater than 0.5. The analysis result was .971, indicating that it was appropriate for the confirmation component analysis.



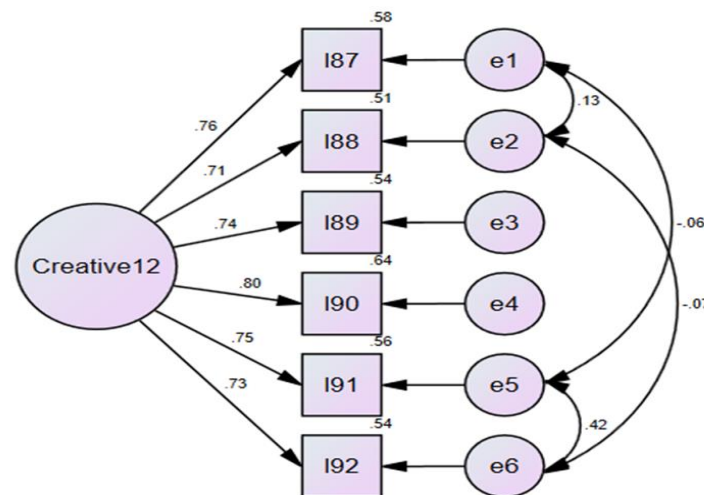
Chi-square = 6.03 df = 4 P = 0.197 CMIN/DF = 1.508 CFI=0.999  
NFI=0.996 RMSEA=0.032

**Figure 2. shows the modeled as a theoretical and conceptual component of suitable leadership by analyzing AMOS program.**

The model evaluation results revealed that the  $\chi^2$  value was 6.03, the number of degrees of freedom was 5, and the p-value = 0.197, which was found to be statistically insignificant. consistent with empirical data. The Comparative Fitness Index (CFI) was 0.999 (Hu, L.T. and Bentler, P.M., 1998 : 424-453). The Normal Fitness Index (NFI) was .996, stating that the fitness model was consistent with the empirical data, and the RMSEA index was .032 is considered very good (Kline, 2011 : 205), and a normal  $\chi^2$  or  $\chi^2/df$  value of 1.508 is considered to be less than 3 assuming that the theoretical model is fit or not. Consistent with empirical data (Wang, & Wang, 2012 : 625-642.).



From Figure 2 showing the weight values of the components of all 5 aspects of the appropriate leadership variables, it was found that the highest value ranked number 1 was that all members respected the leadership role of the team assigning tasks and dividing the work, focusing on teamwork, leadership. And the team leader has the skills of teamwork and the leader is knowledgeable and able to drive the team to achieve the goals of a body of weight equal to .85. The second leaders motivate the team to achieve common goals. has a weight of .81. Third, the team leader responsible for showing the appropriate leadership role has a weight of .80, respectively, which is the standard value. Therefore, a model for measuring the validity of the leadership variables is appropriate, which can actually measure the five observed variables of latent variables.



Chi-square = 3.913 df = 5 P = 0.562 CMIN/DF = 0.783  
CFI = 1.00 NFI = 0.997 RMSEA = 0.050

**Figure 3. shows the model as a theoretical component of positive and creative thinking by analyzing the AMOS program.**

The model evaluation results revealed that the  $\chi^2$  value was 3.913, the number of degrees of freedom was 5 and the p-value = 0.562, which was found to be statistically insignificant. Consistent with the empirical data, the Comparative Fitness Index (CFI) was 0.997 (Hu, L.T. and Bentler, P.M., 1998 : 424-453). The Normal Fitness Index (NFI) was 1.00, which established that the fitness model was consistent with the empirical data. An RMSEA index of .000 is very good (Kline, 2011 : 205), and  $\chi^2$  normal or  $\chi^2/df$  of 0.783 is considered to be less than 3, it is inferred that the model theoretically fit or consistent with empirical data (Wang, & Wang, 2012 : 625-642.).

Figure 1 shows the weights of the six components of the positive and creative variables. It is found that the first value is the leader and the members are confident in their ability to cope with and overcome challenges. has a weight of .80. The second leader and member had a positive thinking direction with a weight of .76. The third was the leader and the member whose emotional intelligence was weighted at .75 respectively, which was the standard value.

Therefore, the corroborative component measurement model of the positive and constructive variables that can actually measure the six observed variables of latent variables.

**Table 4. show a summary of the corroborative component analysis of teamwork model for excellence in special large school office of the basic education commission.**

Component	Chi-square	df	p-value	CMIN/DF	CFI	NFI	RMSEA
1. Clear team goals	16.61	13	0.217	1.278	.998	.993	.024
2. Good Communication, Disclosure	53.42	39	0.062	1.370	.996	.986	.028
3. Responsibilities, appropriate roles	73.115	33	0.00	2.216	.989	.979	.050
4. Cooperation and participation	31.43	11	0.001	2.858	.990	.985	.062
5. Trust and Respect	6.030	4	0.197	1.508	.999	.966	.032
6. Proper leadership	12.99	6	0.043	2.165	.997	.994	.049
7. Conflict Resolution	11.434	8	0.178	1.429	.999	.996	.030
8. Team Decision	1.429	12	0.004	2.418	.992	.992	.054
9. Good atmosphere and environment	3.913	5	0.562	0.783	1.00	.997	.000

Table 4 summarizes the results of the 9-component corroborative analysis, and found that the 9-component CFI comparative fitness index. The values were greater than 0.90 (Hu, L.T.& Bentler, P.M., 1998 : 424-453). In order of greatest value were positive and creative thinking and 1.00 understanding and team relations, followed by appropriate leadership and the team's decision-making side is equal to .999 and the team's clear goal side is .998, respectively. The 12 components of normal fitness index (NFI) were greater than 0.90. .998 followed by positive and creative thinking .997 and team decision-making .996 respectively. If the RMSEA index is less than 0.05, the model is very suitable, if it is greater than 0.05–0.08, the model is suitable (Kline, 2011 : 205). The most appropriate components were team cohesion and relationship, and positive and creative thinking was 0.000, followed by clear team goals of 0.024 and team decision making of 0.030, respectively.

1.2 The results of the study of the condition and problems of the teamwork model for excellence in special large school office of the basic education commission. The results of the condition study consisted of 9 components: 1) clear team goals 2) aspects Good Communication, Disclosure 3) Cooperation and Participation 4) Trust and Respect 5) Appropriate Leadership 6) Conflict Resolution 7) Team Decision Making 8) Good atmosphere and environment 9) Creativity and positive thinking. The condition of teamwork model for excellence in special large school office of the basic education commission by finding the mean and standard deviation. The element with the highest mean is positive and creative thinking was followed by proper leadership, while the least mean component was conflict resolution. The overall overall results were at a high level.

From the results of the problem analysis, it was found that the model of teamwork towards excellence in extra-large educational institutions, the Office of the Basic Education Commission, with the least practice was good communication, followed by goals and cooperation and participation respectively.

2. The result of creating a teamwork model for excellence in special large school office of the basic education commission.

2.1 Study on factors of teamwork towards excellence in large school office of the basic education commission. The researcher can summarize the results of the synthesis results as follows: 1) student quality towards international excellence and Thailand 4.0, promotion of moral ethics, desirable characteristics and necessary skills in the 21st century. 2) Educational institutions set goals for international quality awards of excellence ) The goals of administrators and teachers were awarded OBECA AWARDS 4) Apply the principles of participatory management 5) Have a strong organizational culture 6) Use a 6-step system Make AAR help in decision making 7) Use PLC to make decisions together.

2.2 Results of drafting a model and a manual for teamwork towards excellence in large school office of the basic education commission by workshop. It can be concluded that the elements of the teamwork model towards excellence in large-scale educational institutions, Office of the Basic Education Commission consisted of 1) principles 2) objectives 3) inputs 4) processes 5) outputs, outcomes 6) success conditions.

2.3 The results of the review of the draft model and the manual for teamwork towards excellence in a special large school office of the basic education commission consists of 6 components: 1) Principle 2) Objective 3) The input is 4M 4) The process consists of aspects Clear team goals, good communication, appropriate role responsibilities, cooperation and participation, trust and respect, appropriate leadership, conflict resolution. , the decision of the team good atmosphere and environment, creativity and positive thinking 5) outputs, outcomes 6) success conditions with the results of validation and suitability are at the highest level.

3. Assessment results of teamwork model for excellence in special large school office of the basic education commission.

Assessment results of teamwork model for excellence in special large school office of the basic education commission. The researcher conducted a feasibility and usefulness assessment in the expert opinion section. It was found that the teamwork model for excellence in special large school office of the basic education commission. These are 6 elements: 1) Principle 2) Objective 3) Input is 4M. 4) The process consists of clear team goals, good communication, disclosure, responsible roles, appropriate roles. Cooperation and participation, Trust and respect, Appropriate leadership, Conflict resolution, Team decision-making, Good atmosphere and environment, Creativity and thinking. plus 5) productivity, results 6) success conditions, feasibility check results and overall usefulness are at the highest level.

## Discussion

The results of the research found that :

Part 1 The results of an analysis of elements of the teamwork model towards excellence in special large school office of the basic education commission.

1.1 Results of the study of teamwork model for excellence in special large school office of the basic education commission. It consists of 9 elements: 1) clear team goals 2) good communication and openness 3) cooperation and participation 4) trust and respect 5) appropriate leadership 6) Conflict resolution 7) Team decision making 8) Good atmosphere

and environment 9) Creativity and positive thinking. Composition (CFA: Confirm Factory Analysis) supporting documents are consistent with the research of Jiraporn Aiam (2009 : Abstract) which has studied the development of a model of team building for teachers in secondary schools as a model of team building. Teachers in developing secondary schools. Atcharaporn Donchai (2011 : Abstract) studied the academic teamwork of government teachers in the Wiang Pa Pao Kindergarten School Network Center, Chiang Rai Province, in terms of conflict resolution and team decision-making. Saksit Sisang (2014 : Abstract) studied teamwork development guidelines of local administrative organization personnel in Sam Ngam District, Phichit Province. And in line with the research of Decaro (1976 : Abstract), the study of grouping:management teams and supporting theories.

1.2 The results of the study of conditions and problems of teamwork model towards excellence in special large school office of the basic education commission. As a result of the conclusion, there are components that can be used to create a questionnaire, namely the study of conditions and problems of teamwork model towards excellence in special large school office of the basic education commission. The results of the condition analysis from using the questionnaire as a whole were at a high level. When considering each aspect, it was found that the aspect with the highest mean and standard deviation was positive and creative thinking consistent with the research of Jiraporn Aim-iam (2009: Abstract) studied the development of teacher team building model in educational institutions.

The study of the problem of teamwork model for excellence in extra-large educational institutions, Office of the Basic Education Commission, all 9 The component, when considering the least practical component, was good communication, consistency with the research of Natchaya Saliwong (2015 : Abstract) Problems with teamwork of teachers under Chonburi Primary Educational Service Area Office 3

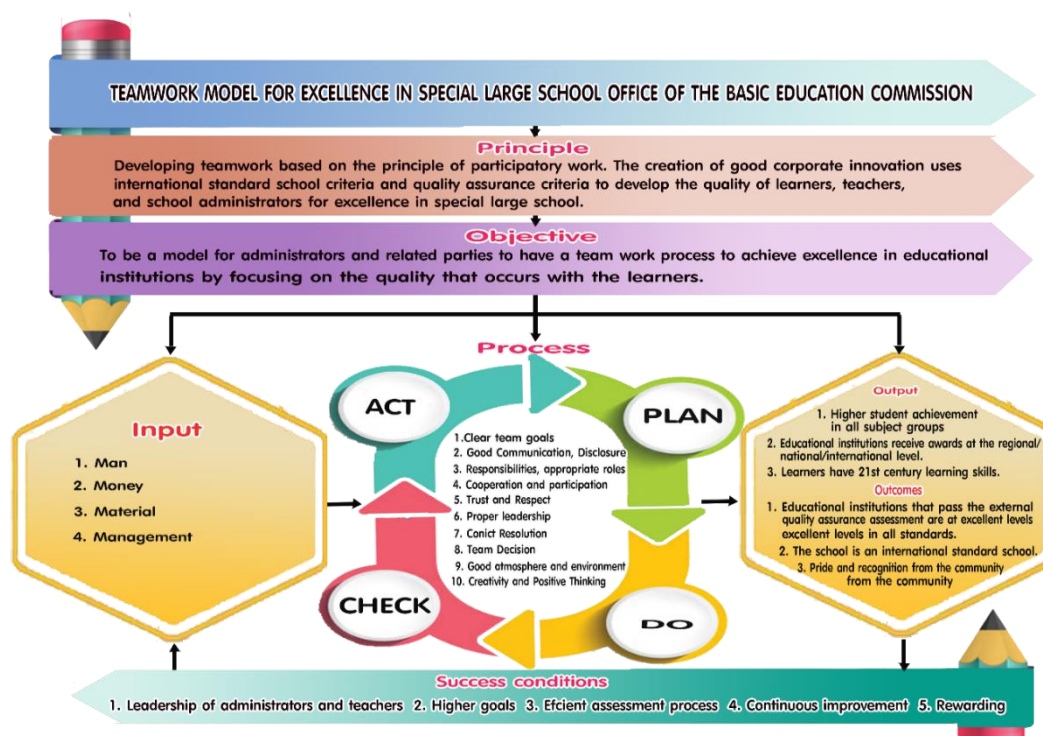
Part 2 Building a Teamwork Model for Excellence in Extra-Large Educational Institutions Office of the Basic Education Commission

The results of the review of the draft model and the manual with the results of the overall validation and suitability were at the highest level consistent with the research of Aram Wattana (2018 : 173-198) studied the model of basic educational institute management towards excellence in schools under the Provincial Administrative Organization. And in line with the research results, Thanita Singbunmi (2018 : Abstract) has studied the development of a program to enhance teamwork capacity of educational personnel under the Office of Secondary Education Service Areas in the Northeastern Region.

Part 3 Assessment Results of Teamwork Model for Excellence in special large school office of the basic education commission.

The results of the model assessment, in which the researchers conducted feasibility and usefulness assessments in the expert opinion section, found that the teamwork model leads to excellence in special large school office of the basic education commission has the results of the feasibility and overall usefulness examination at the highest level consistent with the research of Aram Wattana (2018, pp. 173-198) studied the model of basic educational institution administration towards excellence in schools under the Provincial Administrative Organization. The leadership and cooperation components were also at the highest levels of feasibility and usefulness. The results of the assessment of the accuracy and suitability of the manual were also at the highest level.

## New knowledge from research



**Figure 2. shows t teamwork model for excellence in special large school office of the basic education commission.**

Figure 2 shows the form of teamwork towards excellence in special large school office of the basic education commission consists of 6 components, details as follows:

### **Component 1 Principle**

Developing teamwork based on the principle of participatory work. The creation of good corporate innovation uses international standard school criteria and quality assurance criteria to develop the quality of learners, teachers, and school administrators for excellence in special large school.

### **Component 2 Objective**

To be a model for administrators and related parties to have a team work process to achieve excellence in educational institutions by focusing on the quality that occurs with the learners.

### **Component 3 Input : 4 M**

1. Man is the administrators, teachers and educational personnel who participate in the development by using international standard school criteria and quality assurance criteria. Must be qualified. They recognize the importance of learners and recognize teamwork towards excellence in special large school.

2. Money is an educational institution that manages the budget for the benefit of the development by determining in accordance with the plans, projects and activities of the educational institution towards excellence in special large school.

3. Material is modern, can be used effectively, materials meet the requirements of plans, projects and activities, technology networks are comprehensive and can be used effectively by working as a team to achieve excellence in special large school.

4. Management (Management) is an educational establishment with a direction of education by setting goals for common success and emphasizing students as the most important by using the concept of participatory management, PDCA processes, system theory and international standard schools, educational quality assurance. Building a good organizational culture is strengthened by working as a team to achieve excellence in special large school office.

**Component 4 Process** consists of the following components of teamwork:

The goals of the team are as follows: 1) Participate in setting the direction and goals of the task 2) Know the corresponding work objectives 3) Participate in the formulation of guidelines for solving the tasks of the task 4) Accept different opinions 5) Reflect Team consensus on setting goals 6) Consensus on setting goals 7) Knowing goals leading to correct action

Good communication is as follows: 1) conveying information, creating a thorough understanding 2) receiving clear information in the work 3) asking and answering questions, examining doubts openly 4) helping to solve problems frankly with sincerity 5) freely expressing thoughts and feelings 6) freely discussing different opinions 7) communicating from team members to team leaders 8) Communication between members at the same level 9) Effective communication of people from different departments at different levels or from different teams.

Responsibilities of appropriate roles are as follows: 1) Organize ways to work together 2) Cooperate in performing duties 3) Do not interfere with each other's duties 4) Work in accordance with the objectives and policies of the educational institution 5) Act accordingly 6) Responsible for completing the assigned duties within the specified time 7) Assign duties taking into account differences between individuals 8) Divide the work according to their knowledge, abilities and aptitude 9) Assign tasks to accountability equally

The aspects of cooperation and participation are as follows: 1) Collaborate to create innovations or new things by using various processes 2) Joint planning process 3) Operational process as planned 4) Joint evaluation process 5) Work improvement process 6) Operate or develop work at full capacity 7) Take part in management and coordination. Sacrifice and willingness 8) Participate in evaluation Analyze the results and determine the value of the performance 9) Ways to improve the work to be more efficient.

The aspects of trust and respect are as follows: 1) Confidence in each other's abilities 2) Trust in people willing to listen to each other 3) Respect each other's roles and duties 4) Accept each other's differences with respect Sincere 5) Ready to work together willingly 6) Everyone in the team respects each other 7) Honoring each other

Leadership aspects are as follows: 1) Responsibilities showing appropriate leadership roles 2) Assigning and dividing tasks by emphasizing teamwork 3) Having skills in teamwork 4) Knowledge and ability to drive the team Achieve organization's goals. 5) Motivate the team to work towards the common goals. 6) Have good human relations within the team.

Conflict resolution is as follows: 1) eliminating conflicts within the organization appropriately 2) solving problems that arise or reducing the severity of problems 3) using conflicts to benefit management 4) conflict management through mediation 5) Manage conflicts by compromising.

The decision-making aspects of the team are as follows: 1) There are several alternative decision-making processes 2) Considered/evaluated by co-workers involved in joint thinking 3) Problem solving to achieve objectives and goals 4) Decide by analyzing the situation together. 5) Set standards or goals for decision making 6) Evaluate decision alternatives 7) Follow decision alternatives 8) Use a 6-step AAR system as a component of decision making. 9) Use PLC to make decisions together.

The atmosphere and environment are as follows: 1) warm and friendly 2) enthusiastic 3) work seriously and sincerely 4) aware of the environment that participates in the work 5) work interchangeably with sacrifice 6) Forgive when errors occur in operation.

The aspects of positive and creative thinking are as follows: 1) having a progressive thinking direction, keeping up with the changes 2) having positive hopes towards goals resulting in commitment to work 3) optimism and expecting good results Among the obstacles 4) Confidence in one's ability to cope with challenges 5) Emotional intelligence 6) Emotional control, mental stability, optimism 7) Beliefs or attitudes (Mindset), building culture. good organization.

#### **Component 5**

**Output is as follows :** 1) Higher student achievement in all subject groups 2) Educational institutions receive awards at the regional/national/international level. 3) Learners have 21st century learning skills.

**Outcomes is as follows :** 1) Educational institutions that pass the external quality assurance assessment are at excellent levels in all standards. 2) The school is an international standard school. 3) Pride and recognition from the community

#### **Component 6 Success conditions**

**Success conditions are as follows :** 1) Leadership of administrators and teachers 2) Higher goals 3) Efficient assessment process 4) Continuous improvement 5) Rewarding

#### **Conclusion**

Teamwork model for excellence in special large school office of the basic education commission consists of 6 components: 1) Principle 2) Objective 3) Input 4)M 4) The process consists of clear team goals aspect, good communication and openness aspect, appropriate role responsibility aspect, cooperation and participation aspect, trust and respect aspect, appropriate leadership aspect, Conflict Resolution, Team Decision Making, Good Atmosphere and Environment, Creativity and Positive Thinking 5) Productivity Outcome 6) Success Conditions.

### **Recommendation**

#### **Suggestions for utilizing the research results**

From the research results of teamwork model for excellence in extra large educational institutions under the Office of the Education Commission, the accuracy, suitability, feasibility and usefulness were at the very highest level. Therefore, suggestions for applying the research results are as follows:

1. Education policy : It provides information for educational administrators to be able to guide the management of the effective use of the teamwork model for excellence at the school district level and also guide the unit. Other tasks can be applied again.

2. Area level and educational institutions. : It is information for educational institution administrators to have guidelines for managing the teamwork of personnel in

educational institutions to achieve excellence, resulting in schools to be strengthened with quality and efficiency and can also be applied in schools large with many educational personnel

3. Personnel level : Teachers or educational personnel have learned to develop teamwork, self-development for excellence in work and create unity among the faculty.

4. Teamwork model for excellence in extra-large educational institutions, Office of the Basic Education Commission, can be applied to educational institutions of all sizes, whether small, medium and large schools. To improve the quality of education that is beneficial to teachers and students

### **Suggestions for further research**

The model of teamwork for excellence in extra-large educational institutions under the Office of the Education Commission was a blended research model. The model was not tested. Therefore, recommendations for further research should be as follows:

1. This research has not tried the model and has not been used in practice, so the next research should try the model and apply the model to real situations. and evaluate the implementation of this developed model.

2. There should be a study of factors affecting teamwork model for excellence in extra-large educational institutions, Office of the Basic Education Commission.

3. Should conduct qualitative research on teamwork model for excellence in extra-large educational institutions, Office of the Basic Education Commission.

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