
Research Article

The Social Interaction of Staff to Strengthen Teamwork in the Sentru Saúde Komunitária (SSK) (A Case Study of Sentru Saúde Komunitária Metinaro (SSK)'s Staff Teamwork)

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ABSTRACT

The study is understand the dynamics of social interaction and teamwork at the Sentru Saúde Komunitária Metinaro (Purpose), we conducted research and direct field observations. Data was collected through observation and interviews. Observation involved directly recording events and behaviors in the field. The researcher observed activities at the Sentru Saúde Komunitária Metinaro (SSK) and interviewed its head to obtain information about teamwork at the center (Research Methodology). The relationships encompass interpersonal communication among medical personnel, administrative staff, peer support, and a culture of collaboration among the staff at the Sentru Saúde Komunitária Metinaro (SSK) in program implementation and patient safety, through the abilities of each individual. The Sentru Saúde Komunitária Metinaro (SSK) adopts a shift-work system in which each shift team works in the evening and day shifts during normal working hours. Based on observations from the research at the Sentru Saúde Komunitária Metinaro (SSK), problems resulting in poor human resource performance and teamwork were found (Result). This is due to a lack of health personnel at this health center. Teamwork at the Sentru Saúde Komunitária Metinaro (SSK) is not yet optimal, especially regarding the sharing of knowledge and team leadership skills (Conclusion). The research, initially conducted as a way to capture the dynamics of changing social interactions and teamwork at the Sentru Saúde Komunitária Metinaro (Limitation). This study can also contribute to the Ministry of Health and to academics across Timor-Leste (Contribution).

Keywords: *Social interaction, teamwork, health staff*

Introduction

Human resources are a key factor in global competition: how to create quality, competitive human resources in global competition, which is often ignored. Nowadays, teamwork has developed as a key facilitator to achieve

positive and cost-effective results in any organizational environment. A team can be defined as a group of individuals working together to achieve common goals and provide excellent service quality (Sanyal & Isam, 2018). Team-based work is important and is implemented in

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many organizations due to its superior potential in making complex decisions and solving problems. Teamwork is essential for achieving success in work. Cooperation within a team acts as a driving force, providing energy and synergy for the individuals involved in the team. Without good cooperation, brilliant ideas will not emerge. Bachtar (2004) states that cooperation is the synergy of everyone's strengths in achieving a goal. Collaboration will unite ideas that will lead to success (Arifin, 2024).

Teamwork plays a very important role in supporting the success of innovative programs/projects. The health sector, with its complexity and increasing specialization, requires teamwork among professions, similar to other service industries. The ability to collaborate is a non-technical/soft skill that team members must possess. In running programs at Health Centers, teamwork is formed to facilitate the achievement of the goals of a health program (SUSILANINGSIH, Prof. dr. Ova Emilia, MMedEd, SpOG(K), Ph.D.; Dr. dr. Mubasysir Hasanbasri, MA, 2016). Teams and each individual have a close relationship with work. This is based on the awareness of realization and performance. In work, this will lead to various solutions that cannot be solved individually. A reliable advantage of cooperation in teamwork is the emergence of various solutions through the synergy of all individuals involved in teamwork. Success in teamwork can occur if there is good collaboration among members. Obstacles faced by team members (individuals) include sharing loyalty among team members and among themselves, overall responsibility and position, competition, gender prejudice, race, or class, reluctance to accept suggestions from team members representing other professions, and lack of confidence in the collaborative process (Howick, 2025). Communication failures among team members are a common cause of unintentional deaths in healthcare settings. All health personnel, including midwives, at the clinical level must effectively collaborate with other health teams to improve their work performance (Dr. Patima, 2021).

Social interaction is a relationship between people that is constantly changing and

developing. The social relationship in question can be a relationship between one individual and another, between one group and another, or between a group and an individual. Meanwhile, according to W.A. Gerungan in Soetarno, social interaction is defined as a relationship between two or more people. One person's behavior can influence another, or vice versa. Social interaction is a relationship between individuals; social interaction occurs when there is contact or social contact and communication. This aligns with Burhan Bungin's opinion that "the prerequisite for social interaction is the existence of social contact and communication." Interaction between humans is greatly influenced by communication. Znaniecki (1954) says that a social relationship is when two people work together and depend on each other in their actions. They have a good opinion of each other and take on specific responsibilities toward one another. Social interactions are the foundation of how people build and maintain their relationships with each other (Muoghalu Caroline Okumdi, Abrifor Chiedu Akporaro, 2022).

The communication process plays a crucial role in building social bonds between individuals. Without communication, social interaction cannot occur. Through effective communication, individuals can express their ideas appropriately in interactions with others. Communication occurs as a method for conveying information, either through speech or behavior, from the sender to the recipient, with the goal of changing their actions.

According to Tenner and Detero, teamwork is the ability of individuals to work together to achieve objectives (Hastuti: 2009). A team is a small group of people with complementary abilities who are committed to a common objective, the target of their performance, and the approach they collectively take responsibility for. People at all levels of an organization are very important factors for the organization, and their full involvement allows their abilities to be used for the benefit of the organization. Therefore, everyone in the structure of the Sentru Saúde Komunitária Metinaro (SSK) has specific objectives. Teamwork is needed to achieve goals for the community in Metinaro. Evidence shows that teams generally perform

better than individual work, requiring skills, opinions, and experience. On the other hand, Amirullah (2015:160) argues that teamwork can be defined as a group of individuals working together to achieve a goal (Diana, 2019). Buchholz (in Robbins, 2010) states that teamwork is a work process in a group with participatory leadership, shared responsibility, rights, intensive communication, future focus, task focus, creative talent, and responsiveness to achieve organizational goals (Arizona, 2017). Teamwork refers to the cooperative effort and coordination of individuals working together in a group from a common background to achieve the goals of an institution. This requires sharing talents and leadership to play a dual role in the institution.

Literature Review and Hypothesis/es Development

Social Interaction

Humans possess intellect, the capacity for thought, and the ability to socialize both in their personal lives and in their interactions with others. Consequently, humans can be categorized as social beings, as individuals cannot live in isolation. They require others to communicate, share ideas, exchange information, and collaborate to meet their life's needs. According to Soejono Soekanto, social interaction can be defined as a dynamic relationship between individuals, encompassing interactions between individuals, between groups, and between individuals and groups. Soekanto emphasizes that communication is a crucial element of social life, as humans are inherently social beings designed to support one another. Consequently, social interaction processes emerge, consisting of both associative and dissociative processes. Associative processes involve cooperation aimed at mutual benefit, such as **gotong royong** (mutual cooperation). In contrast, dissociative processes represent a counterpoint to associative processes, manifesting as competition and conflict. (Dewi Chandra Hazani, Mustafa Ibrahim, 2020). On the other hand, based on the views of Gillin and Gillin, defining social interaction involves describing a dynamic social relationship that pertains to the connections between individuals, clusters of individuals, and various groups.

Social interaction arises when two individuals encounter one another. There are two essential requirements for social interaction to take place: social contact and communication. Social contact originates from the Latin terms *con* or *cum* meaning together, and *tango* which means to touch (Ina Eka Indriyani, Syaharuddin, Jumriani, 2021). Gillin and Gillin argue that there are two interaction patterns in society, associative and dissociative patterns (Gillin & Gillin, 1948; Smith, 1949). The initial interaction model results in the integration process because the connections between individuals or groups within a community are primarily marked by effective collaboration, the capacity to adapt, and the willingness to put aside their disagreements. It also includes the ability to focus on shared interests and objectives, as well as the capability to avoid actions that could lead to disputes. On the other hand, the second interaction model contributes to disintegration as it highlights the existing differences among individuals and groups in society, neglecting common interests and goals. Additionally, this form of social interaction exhibits unfair rivalry, animosity, and even clashes. Therefore, regarding the two interaction patterns, whether integration or disintegration occurs depends on the individuals, specifically on how well the members manage their interaction behaviors (Sarhini, 2020).

Teamwork

One of the critical elements that influences the success of an organization is its capacity to create a strong and efficient workgroup. A workgroup is not just a collection of people collaborating, but a unit established on trust, effective communication, and partnership aimed at reaching shared objectives. Using teamwork has become very popular because it helps organizations become more flexible. It also brings many benefits like lower costs for managing tasks, faster delivery times, more creativity, better decisions, better service to customers, and higher employee satisfaction (Nurbarirah Ahmad, Muhammad Syukri Abdullah, Siti Rosnita Sakarji, 2023).

In a workplace context, teamwork represents an individual's ability to work harmoniously with peers to accomplish collective aims.

This entails well-defined responsibilities, transparent communication, shared trust, and joint problem-solving, which allows tasks to be executed in a more efficient and creative manner. Teamwork serves as the fundamental basis for developing a productive workgroup. Collaboration encompasses not just the act of working together but also includes transparency, mutual trust, and a dedication to assisting each other in overcoming obstacles. In a robust team, every member has distinct roles and obligations, and they can communicate openly and efficiently (Silaen, 2025).

According to Stephen P. Robbins, teamwork enhances an individual's ability to complete tasks that meet the quantity and quality standards set by a health institution through a collaborative approach. Consequently, teamwork plays a vital role within healthcare institutions. Strong team collaboration fosters a supportive environment, thereby driving motivation to complete tasks in alignment with the institution's objectives. Collaboration among team members is crucial for completing tasks undertaken collectively. Solid teamwork fosters a comfortable working environment, enabling members to channel their interest and enthusiasm into the task at hand in alignment with the organization's goals. A team that demonstrates effective cooperation positively impacts performance, as it enhances the members' sense of responsibility and fosters a desire to remain part of the team (Msulihah, 2019). According to Gregory, teamwork is defined as the ability of individuals within a team to interact, communicate effectively, anticipate and meet one another's needs, and build trust to generate organized collective action. A team consists of individuals with diverse skills who are organized to work together under the direction of a leader. Teamwork refers to group collaboration aimed at achieving shared goals. Newcomb (1950) said, "Humans are so much part of society that almost all their problems come down to dealing with other people" (p.283). In fact, many writers have suggested that people naturally want to build connections with others. For example, Baumeister and Leary (1995) said that the desire to belong is a basic human need. However, as Leary (2010) pointed out, just being part of a group isn't

enough. We think the ability to work together to solve problems is one of the main traits that makes humans unique (James E. Driskell, Eduardo Salas, Tripp Driskell, 2018).

A successful team is one that functions synergistically, sharing information and ideas while supporting one another to reach agreed-upon objectives despite differences in backgrounds, capabilities, and communication styles. Throughout this collaborative process, each member must adjust their role to help achieve the common goal. At times, this collaborative process entails some degree of compromise regarding personal ideals (Suharjo, 2022; Suharjo Suharjo, Tabrani Tabrani, Ahmad Shabri, Maspan Maspan, 2022).

Methodology

This study used a qualitative approach. Data was collected through observation and interviews. Observation involved directly recording events and behaviors in the field, while interviews enabled the researchers to obtain in-depth information from participants about their perspectives and experiences (Siti Romdona1*, Silvia Senja Junista2, Ahmad Gunawan3, 2025). Because the data were gathered from field observations and interviews rather than numerical measurements, the study aimed to describe the empirical reality of the phenomenon in detail using descriptive methods. The gathering of data was achieved using two primary methods: (1) on-site surveys and firsthand observations of the research zone, and (2) an analysis of documentation and relevant literature. The information that was collected underwent a thorough analysis to extract insights, suggest remedies for recognized issues, and develop final conclusions (Carlito Gabriel, João Ximenes, 2025).

Accordingly, the researcher observed activities at the Sentru Saúde Komunitária Metinaro (SSK) and interviewed its head to obtain information about teamwork at the centre.

Results and Discussion

Sentru Saúde Komunitária (SSK) Metinaro in Timor-Leste are primary healthcare facilities that provide essential medical services. These centers offer consultations for pregnant women and infants (covering the period from

pregnancy through the child's second year), as well as nutrition and disease prevention services. SSKs also integrate key health programs such as the *Pakote Integradu Saúde* (PIS) and *Serviço Integrado da Saúde Comunitaria* (SISCa). The SSK teams comprise doctors, nurses, midwives, nutritionists, and health promoters. They work diligently to protect the local community from health threats—such as dengue fever and malnutrition—and to address issues stemming from a lack of health education. The Sentru Saúde Komunitária Metinaro (SSK) is the main health center that provides care for people in the Metinaro area, which is part of the Dili municipality in Timor-Leste. It offers important medical treatment, care for mothers during pregnancy and childbirth, and programs to prevent diseases in the community

Personnel of the Sentru Saúde Komunitária Metinaro (SSK)

Health personnel are all active professional workers in the health sector, whether formally educated in health or not. The performance of health human resources is the result of work in terms of quality, quantity, and time achieved by an individual to carry out their duties according to the responsibilities stated in the employment contract (Daniel H. Mirino*, Adisti A. Rumayar*, Budi T. Ratag, 2021). The Sentru Saúde Komunitária Metinaro (SSK) has two Health Posts, namely Posto Saude Manuleu with three health personnel consisting of one doctor, one midwife, and one nurse, and Postu Saúde Besahe with one doctor, one midwife, one nurse, one pharmacist, and one cleaner. The Sentru Saúde Komunitária Metinaro (SSK) itself has four permanent doctors and one contract doctor. There are four permanent midwives and three contract midwives, totaling seven. There are seven permanent nurses and seven contract nurses, totaling forty-two. In the administration section, there is one Health Information System administrator, one administrator, four cleaners, and two security guards. There are ten pharmacists, two analysts, one malaria assistant, ten pharmacists, and one promotion officer. There is one nutritionist, three dentists, and two drivers. The total number of personnel working at the Sentru Saúde

Komunitária Metinaro (SSK) is 43 people, including contract and permanent staff.

Social Interaction of Staff at the Sentru Saúde Komunitária Metinaro (SSK)

Humans are essentially social beings who cannot fulfill all their needs without the help of others, thus requiring the participation of other individuals. This situation demonstrates that cooperation is part of human nature in achieving life goals. One of the basic human needs is to build relationships and interact with others in groups, as many of life's problems can be solved through collaboration and shared understanding. Social interaction in certain contexts is aimed at achieving common interests. Various life challenges and problems lead to interdependence and cooperation for survival. Social interaction in the workplace can be viewed as a process in which individuals communicate with one another to achieve shared goals. Social interaction constitutes dynamic social relationships involving interactions between individuals, between groups of people, or between an individual and a group (Harahap 2020).

Social interaction among the staff at the Sentru Saúde Komunitária Metinaro (SSK) is key to fostering a harmonious work environment and delivering optimal healthcare services. These relationships, encompassing interpersonal communication among medical personnel, administrative staff, and leadership are built through daily coordination, peer support, and a culture of cooperation (La Ode Saafi, Sri Rahayu, Sanihu Munir, 2020).

According to Goffman Social Interaction could help in understanding and exploring the way registered nurses, patients, and family members communicate with each other. The goal was to investigate how registered nurses interact with older patients and their family members during visits at a department that specializes in care for older people (Anette Johnsson, 2021).

The social interaction at Sentru Saúde Komunitária Metinaro (SSK) to keep the conversation moving, it's important to stay focused. This means both people give each other their full attention and acknowledge each other's points. This helps everyone have a fair

chance to work together toward the same goal. Everyone looked at the people who were talking right now.

Positive relationships among employees at the Sentru Saúde Komunitária Metinaro (SSK) will ensure that they feel comfortable in their work, thus achieving optimal performance. The interaction process between employees occurs through social communication, involving discussions about emerging problems and resulting in solutions to improve the quality of employee work. Good relationships with coworkers, through efficient interactions, will motivate employees to work toward achieving shared goals. Building positive relationships tends to make staff feel happy and comfortable in the workplace. Feelings of happiness and comfort in the workplace positively impact employee performance and productivity, as a comfortable, positive work environment helps them perform better. If the work environment is uncomfortable for employees, it can lead to negative feelings, such as wanting to be alone or wanting to go home immediately. This can also hinder employee performance and productivity. Therefore, every employee needs to build positive relationships with their coworkers to create a comfortable and positive work environment, which positively impacts employee performance and productivity.

Teamwork at the Sentru Saúde Komunitária Metinaro (SSK)

Teamwork within healthcare teams is crucial because each member possesses distinct knowledge, skills, abilities, expertise, and experience. In such teams, everyone shares a common goal: ensuring patient safety (Deirma, 2020). All medical personnel must possess adequate competence in their respective fields to minimize potential errors during the delivery of healthcare services (Karina, 2019). Efficient interprofessional collaboration enables the provision of comprehensive patient care, leading to improved care quality, higher patient satisfaction, and cost savings (Alfiyah Inda Sari, Safinatul Mahmudah, Rafly Putra M, Nafiatus Sintya Deviatin, Desie Rahmawati, 2025). Interprofessional collaboration is a means to achieve desired outcomes efficiently and cost-effectively in healthcare

services. Effective communication within this collaborative framework is crucial for enhancing service quality and ensuring patient safety. Delivering interprofessional care requires four core competencies: values and ethics, roles and responsibilities, interprofessional communication, and teamwork. Interprofessional collaboration will not function smoothly if any of these four competencies are lacking (Wahyuni (2021).

Teamwork plays a pivotal role in organizational settings. It is defined as a coordinated effort of individuals working collectively to achieve shared goals (Martin & Janamarta, 2023). In work-based work environments, such as clinic staff, effective teamwork not only facilitates smooth communication and collaboration but also enhances overall productivity and project accuracy (Maulyan & Sandini, 2024). West (2009) emphasizes indicators of teamwork such as shared responsibility, mutual contribution, and maximum exertion of capabilities, which serve as essential performance drivers (M. Mafudz, Umar Burhan, Adiba Fuad Syamlan, 2025).

Health personnel at the Sentru Saúde Komunitária Metinaro (SSK) always work. Besides having clinical competence, midwives can also manage basic obstetric-neonatal emergency cases at the Sentru Saúde Komunitária Metinaro (SSK). The professionalism of the midwife team is reflected in the team's ability to carry out their duties according to their competence and to receive support from their ability to work together among team members in order to achieve the specific goals at the Sentru Saúde Komunitária Metinaro (SSK). These technical skills include communication, leadership, situation management, mutual awareness, and support, all of which have an impact on the results. Collaboration among health professionals at the Sentru Saúde Komunitária Metinaro (SSK) is an important issue in program implementation and patient safety, through the abilities of everyone. Interprofessional collaboration happens when two or more professionals come together and work as a team. They respect each other and share a common goal. They also communicate well and understand each other's roles and the overall purpose of their work (Ryohei Kida, Katsumi

Fujitani, Hiro Matsushita, 2024). Collaboration among health professionals at the Sentru Saúde Komunitária Metinaro (SSK) plays an important role, considering the limited number of health personnel in Metinaro, as well as the complexity of health issues and the fragmentation of the health system. Under these conditions, the quality of health services cannot ignore the needs of midwives for quality services at the Metinaro Community Health Center, which remains a principal requirement. On the other hand, the health center is a place that provides health assistance, so patient safety must be prioritized. To develop collaboration among the healthcare team in Metinaro yields significant benefits for the institution and the community of Metinaro. The staff have regular briefings or share information with one another. By combining expertise from various professions, services become more accessible, quality improves, and resources are utilized to their full potential. Furthermore, this cooperation fosters the exchange of knowledge and skills across disciplines, strengthens solidarity, and enhances job satisfaction among healthcare workers at the Sentru Saúde Komunitária Metinaro (SSK).

Managing Teamwork at the Sentru Saúde Komunitária Metinaro (SSK)

Human Resource Management includes aspects of management that study the relationship between human roles and organizations (Nofa Khairunnisa, M. Ardan, 2024). Currently, the health conditions of personnel in Timor-Leste continue to face challenges in their utilization. Health personnel at the Sentru Saúde Komunitária Metinaro (SSK) always build good relationships with colleagues and can work together so that work tasks are completed well. They also provide support and share knowledge with one another. If there are staff who do not fully understand the work tasks assigned by the team leader, then good relationships and performance are created. The performance of personnel at the Sentru Saúde Komunitária Metinaro (SSK) is also very good because personnel always adhere to regulations in the workplace, including wearing the uniform provided by the agency, performing duties according to their responsibilities, and

following instructions from superiors. The good performance of human health resources can be seen in how personnel obey work discipline when working, arrive on time at the health center, and wear the applicable uniform when carrying out their duties.

Shift rotation is a work system in which health personnel work in regular shifts, usually between the morning, afternoon, and night. This system is widely used in 24-hour industries, such as hospitals. In this shift system, the working hours are different from normal hours (Rikit Mala Ratih¹, Nurdiana Mulyatini², Roni Marsiana Suhendi, 2020). During the determined period, health personnel working in this system are obliged to work according to the determined hours. The implementation of the shift system allows health centers to operate 24 hours a day, 7 days a week. This will also always increase the availability of services for patients. The Sentru Saúde Komunitária Metinaro (SSK) also adopts a shift-work system in which each shift team works in the evening and day shifts during normal working hours. Shift work is commonly described as a "system of arranging daily work hours where various groups operate in turns to cover most or all of the 24 hours (Isabel Silva, Daniela Costa, 2023). In a health personnel shift, there are five people per team, consisting of one doctor, two midwives, and two nurses. Each shift or night duty will work for 24 hours before being replaced by another team. After being on duty, they will take leave for two days before returning to normal work. Each week, a team will be on duty twice. For health personnel not included in the shift, they will work normal hours, which are eight hours per day, and will have leave on Saturdays and Sundays. Collaboration among parties regarding patient safety is crucial and must not be overlooked at the Sentru Saúde Komunitária Metinaro (SSK). Healthcare services at the center cannot be delivered by a single medical professional alone, particularly when managing complex cases that require expertise from multiple disciplines. Teamwork is when a group of workers comes together under the guidance of a team leader or manager. The leader's job is to help everyone in the team work at their best by giving them clear direction, support, encouragement, and inspiration

(Riyanto et al.in 2021). This ensures that each task assigned is done well. When people work together in a team and are motivated to put in their best effort, it leads to better results and higher productivity (Muhamad Masri, Emma Rianti, La Hatani, Juharsah, 2025).

Challenges of Teamwork at the Sentru Saúde Komunitária Metinaro (SSK)

The Community Health Center (SSK) is a health facility that organizes community health efforts and individual health efforts at the primary level, with a strong emphasis on promotional and preventive efforts, to achieve a high level of community health in its service area (Attriani, 2022). Sometimes, working together can be tough between experienced doctors and newer ones. Neither side wants to create problems, but misunderstandings often happen on both sides, leading to difficult situations. Good communication and the ability to listen are important in every conversation, especially when the discussion might get tough (Georgia Hardavella, 2017).

Obstacles to maintaining interprofessional collaborative ethics in healthcare are diverse, ranging from individual and group issues to institutional. Interprofessional collaboration means different groups of health and social care workers working together to improve patient care (Reeves et al.2017). The goal of working together is to help professionals get the support they need to reach their main goal, which is to provide the best possible care for their patients (Piiku Pakkanen, Arja Häggman-Laitila, Mari Kangasniemi, 2021). A major challenge lies in the differences in characteristics, skills, and communication abilities among healthcare professionals. A lack of understanding regarding the roles and capabilities of other professions can lead to misjudgments, a lack of trust, and even conflict within the team (Sumi-arsih, 2021). In addition, limitations regarding the quantity and quality of personnel also pose a challenge. Heavy workloads and shifting roles often make it difficult for healthcare workers to adapt and collaborate effectively. This can lead to stress and compromise the quality of patient care (Hotmaria Hertawaty Si-jabat, 2025).

Health personnel are important elements in the health development and management of the health system in Timor-Leste. The challenge of health human resource problems cannot be overcome by the Ministry of Health alone. Arraiga et al. looked into using a "standardized teamwork training program" to help full operating teams at several different centers (Epstein, 2016).

The issue of availability is the availability of health personnel according to community needs. The issue of accessibility is the community's access to health facilities and health personnel. Based on observations from the research at the Sentru Saúde Komunitária Metinaro (SSK), problems resulting in poor human resource performance and teamwork were found. This is due to a lack of health personnel at this health center. Therefore, when health personnel go on night or day duty, become sick, or take leave, the team's work will be incomplete according to the service management assigned by the Head of the Sentru Saúde Komunitária Metinaro (SSK). This problem will impact patient care at the Health Center. For example, when a patient comes to the Family Planning System, if the available health personnel are on leave, the patient will be sent home because there is no substitute health personnel. Another factor hindering social interaction and teamwork at the Sentru Saúde Komunitária Metinaro (SSK) is communication, particularly remote communication. This poses a challenge because intermittent network outages make it very difficult to contact staff members when they are at home or at other health posts.

Conclusion

The staff team at the Sentru Saúde Komunitária Metinaro (SSK) has succeeded in building a strong team to provide maternal and child healthcare services, even though resources are limited. Communication processes are ongoing to share knowledge, team roles, and effective leadership, but there is no reward management based on the team yet. Meanwhile, teamwork at the Sentru Saúde Komunitária Metinaro (SSK) is not yet optimal, especially regarding the sharing of knowledge and team leadership skills. The Sentru Saúde

Komunitária Metinaro (SSK) needs to propose additional health personnel with educational backgrounds in their respective fields, provide routine training for health personnel so that their existing competencies and abilities continue to improve, and conduct evaluations to ensure that the performance provided is optimal. It is necessary to review the budget to identify areas that can be reduced and reallocated to accommodate human resources, so that health centers can be managed and finances can be increased to support human resources. Based on observations from the research at Sentru Saúde Komunitária Metinaro (SSK), problems resulting in poor human resource performance and teamwork were found. This is due to a lack of health personnel at this health center.

Research Limitation

The research, initially conducted as a course assignment over a short period (capturing only a single point in time), failed to capture the dynamics of changing social interactions and teamwork at the Sentru Saúde Komunitária Metinaro (SSK). Furthermore, the researcher interviewed only three staff members, making it difficult to generalize the findings to a broader population.

Suggestions and Directions for Future Research

To optimize performance, Sentru Saúde Komunitária Metinaro (SSK) staff should undergo capacity-building, such as training in team management and effective collaboration. Furthermore, future researchers should seek deeper insights into the relationships between work discipline (facilitated by effective social interaction) and solid teamwork regarding the performance of staff at the Sentru Saúde Komunitária Metinaro (SSK) and other centers in Timor-Leste; utilizing different variables, research types, and methodologies could also yield more meaningful results.

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