

The Influence of Communication Effectiveness and Organisational Culture on Employee Performance at Darut Tauhid Islamic Boarding School, Tangerang

Abdul Rahman Safiih^{1*}, Budiman², Nopi Oktavianti³

Universitas Pamulang

Corresponding Author: Budiman : dosen02481@unpam.ac.id

ARTICLE INFO

Keywords: Communication Effectiveness, Organisational Culture, Employee Performance.

Received: 20, May

Revised: 15 June

Accepted: 10 July

©2026 Budiman, Safiih, Oktavianti (s):

This is an open-access article distributed under the terms of the

[Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to examine the effect of communication effectiveness and organisational culture on employee performance at Darut Tauhid Islamic Boarding School, Tangerang. The study was motivated by a tendency of declining employee performance during the period 2023–2025. The results indicate that communication effectiveness has a positive and significant effect on employee performance, evidenced by a correlation coefficient of 0.771, classified as strong, and a coefficient of determination (R^2) of 0.541 or 54.1%. The t-test showed a calculated t-value of 7.529, greater than the t-table value of 1.667, with a significance of $0.001 < 0.05$, leading to the rejection of H_0 and acceptance of H_1 . Organisational culture also has a positive and significant effect on employee performance, with a correlation coefficient of 0.783, classified as strong, and an R^2 of 0.612 or 61.2%. The t-test indicated a calculated t-value of 8.388, greater than the t-table value of 1.667, with a significance of $0.001 < 0.05$, resulting in the rejection of H_0 and acceptance of H_2 . Simultaneously, communication effectiveness and organisational culture positively and significantly affect employee performance. The F-test produced a calculated F-value of 37.118, greater than the F-table value of 3.195, with a significance of $0.000 < 0.05$, leading to the rejection of H_0 and acceptance of H_3 . In conclusion, communication effectiveness and organisational culture have significant effects, both partially and simultaneously, on improving employee performance at Darut Tauhid Islamic Boarding School, Tangerang.

INTRODUCTION

Islamic boarding schools play a strategic role in developing students' character, spirituality, and religious competence. Along with their development, Islamic boarding schools are not only centres of religious education, but also organisations that manage educational activities, student development, administration, and institutional services. Therefore, professional organisational management is essential to ensure that institutional activities run effectively and efficiently. One of the key factors supporting this process is employee performance.

Employee performance is important because employees are directly involved in daily institutional operations. Good employee performance supports the achievement of organisational goals, improves the quality of educational services, and strengthens institutional reputation. Conversely, declining employee performance may disrupt programme implementation, service quality, and organisational target achievement.

Darut Tauhid Islamic Boarding School, Tangerang, has experienced a decline in employee performance during 2023–2025. Internal evaluation data show that the average employee performance score decreased from 80.0 in 2023 to 76.0 in 2024 and 73.0 in 2025. The decline occurred across five indicators: work quality, work quantity, punctuality, work effectiveness, and responsibility. This condition indicates that employee productivity, task completion, work discipline, and responsibility require managerial attention.

The decline in employee performance is assumed to be related to internal organisational factors, particularly communication effectiveness and organisational culture. Preliminary survey results show that internal communication has not been optimal, especially in terms of clarity of information, timely information delivery, work coordination, communication openness, and employee feedback opportunities. In addition, organisational culture also needs strengthening, particularly in employees' understanding of organisational values, work discipline, teamwork, compliance with standard operating procedures, and consistent implementation of organisational values.

Based on these conditions, this study aims to analyse the effect of communication effectiveness and organisational culture on employee performance at Darut Tauhid Islamic Boarding School, Tangerang. The findings are expected to provide practical recommendations for improving employee performance through better internal communication and stronger organisational culture.

LITERATURE REVIEW

Communication effectiveness is an important element in organisational management because it facilitates the clear and accurate exchange of information among organisational members. Effective communication enables employees to understand instructions, organisational policies, and work objectives, while also supporting coordination, collaboration, and feedback mechanisms. According to Robbins and Judge (2019), communication is considered effective when the intended message is understood by the receiver as expected by the sender. In

educational institutions, effective communication is essential for ensuring smooth operational activities and enhancing employee performance.

Organisational culture refers to a system of shared values, beliefs, norms, and behavioural patterns that guide employees in carrying out their responsibilities. A strong organisational culture promotes discipline, teamwork, commitment, and adherence to organisational goals. Robbins and Judge (2019) define organisational culture as a shared system of meaning held by members that distinguishes one organisation from another. In the context of educational organisations, a positive organisational culture can create a supportive work environment that encourages employees to perform more effectively.

Employee performance reflects the quality and quantity of work achieved by employees in carrying out their duties and responsibilities. Previous studies have consistently reported that communication effectiveness and organisational culture are important determinants of employee performance. Effective communication reduces misunderstandings, improves coordination, and increases work efficiency, while a strong organisational culture fosters employee commitment, cooperation, and productivity. Therefore, this study examines the influence of communication effectiveness and organisational culture on employee performance at Darut Tauhid Islamic Boarding School, Tangerang.

Based on the theoretical framework and findings of previous studies, the following hypotheses are proposed:

H1: Communication effectiveness has a positive and significant effect on employee performance.

H2: Organisational culture has a positive and significant effect on employee performance.

H3: Communication effectiveness and organisational culture simultaneously have a positive and significant effect on employee performance.

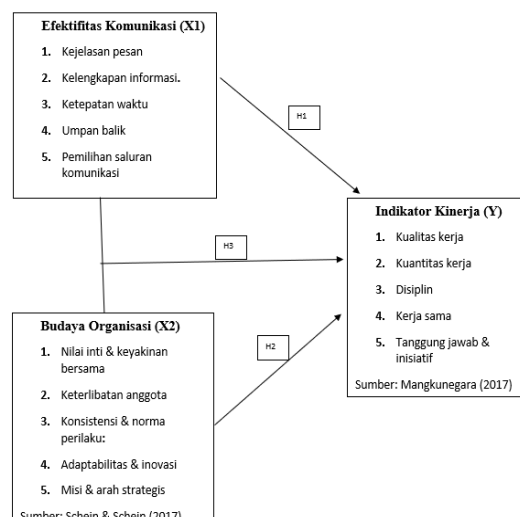


Figure 1. Conceptual Framework

METHODOLOGY

This study used a quantitative approach with a descriptive-verification design to examine the effect of communication effectiveness and organisational culture on employee performance at Darut Tauhid Islamic Boarding School, Tangerang. The research was conducted from September 2025 to February 2026.

The population consisted of all 50 employees of Darut Tauhid Islamic Boarding School. Since the population was relatively small, this study applied census sampling, in which all population members were used as respondents.

Primary data were collected through structured questionnaires using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were obtained from organisational documents, performance reports, and relevant literature. The variables consisted of communication effectiveness (X1), organisational culture (X2), and employee performance (Y). Each variable was measured using five indicators.

Data were analysed using SPSS. The analysis included validity and reliability testing, classical assumption testing, multiple linear regression, correlation analysis, coefficient of determination, t-test, and F-test. Hypothesis testing was conducted at a significance level of 5% ($\alpha = 0.05$).

RESEARCH RESULT

This study examined the effect of communication effectiveness (X1) and organisational culture (X2) on employee performance (Y) at Darut Tauhid Islamic Boarding School, Tangerang. Data from 50 respondents were analysed using multiple linear regression, correlation analysis, coefficient of determination, t-test, and F-test.

1. Multiple Linear Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.387	3.622		3.144	.003
	Efektivitas Komunikasi	.473	.161	.537	2.930	.005
	Budaya Organisasi	.264	.179	.270	1.472	.148

a. Dependent Variable: Kinerja Karyawan

Regression equation:

$$Y = 11.387 + 0.473X_1 + 0.264X_2$$

2. Correlation and Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783a	.612	.596	3.45418

a. Predictors: (Constant), Efektivitas Komunikasi, Budaya Organisasi

This indicates that X1 and X2 jointly explain 61.2% of the variance in employee performance, while the remaining 38.8% is influenced by other factors outside the model.

3. Simultaneous F-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	885.726	2	442.863	37.118	.000 ^b
	Residual	560.774	47	11.931		
	Total	1446.500	49			
a. Dependent Variable: Kinerja Karyawan						
b. Predictors: (Constant), Efektivitas Komunikasi, Budaya organisasi						

Based on Table 3, the F-count value is 37.118, which is greater than the F-table value of 3.195 at a significance level of 5% ($\alpha = 0.05$). This result indicates that communication effectiveness and organisational culture simultaneously influence employee performance at Darut Tauhid Islamic Boarding School, Tangerang.

Overall, the findings show that communication effectiveness and organisational culture positively contribute to employee performance. Communication effectiveness has the stronger contribution in the regression model, while organisational culture also supports employee performance. The simultaneous test confirms that both variables together form a relevant model for explaining employee performance in the pesantren context.

DISCUSSION

The findings of this study indicate that communication effectiveness plays an important role in improving employee performance at Darut Tauhid Islamic Boarding School, Tangerang. Effective communication helps employees receive information clearly, understand instructions properly, and coordinate their tasks more efficiently. When communication between leaders and employees runs well, the possibility of misunderstanding can be reduced, and work processes can be completed more effectively.

The results also show that organisational culture has a positive contribution to employee performance. A strong organisational culture encourages employees to follow shared values, maintain discipline, cooperate with colleagues, and comply with organisational procedures. In the context of an Islamic boarding school, organisational culture is important because it guides employee behaviour in carrying out educational, administrative, and institutional responsibilities.

Simultaneously, communication effectiveness and organisational culture strengthen employee performance. Effective communication supports the delivery of organisational values, while organisational culture provides behavioural guidelines for employees in performing their duties. These two factors complement each other in creating a more orderly, cooperative, and productive work environment.

Thus, improving employee performance at Darut Tauhid Islamic Boarding School requires continuous efforts to strengthen internal communication and organisational culture. Management should improve communication clarity, provide timely information, create opportunities for feedback, strengthen coordination among employees, and consistently implement organisational values. These efforts are expected to improve employee productivity, responsibility, and overall organisational effectiveness.

CONCLUSIONS

Communication effectiveness has a positive contribution to employee performance at Darut Tauhid Islamic Boarding School, Tangerang. This is shown by the regression coefficient of 0.473 and standardized beta value of 0.537, indicating that communication effectiveness is the stronger predictor in the model.

Organisational culture also has a positive contribution to employee performance, as shown by the regression coefficient of 0.264 and standardized beta value of 0.270. Although its contribution is lower than communication effectiveness, organisational culture still supports employee performance in the organisational context of the boarding school.

Simultaneously, communication effectiveness and organisational culture have a significant effect on employee performance. This is confirmed by the F-count value of 37.118, which is greater than the F-table value of 3.195 at the 5% significance level. The R Square value of 0.612 indicates that both variables jointly explain 61.2% of employee performance, while the remaining 38.8% is influenced by other factors outside this research model.

RECOMMENDATIONS

Enhancing Communication Effectiveness: School management should improve internal communication by holding regular coordination meetings, clarifying task responsibilities, and strengthening two-way communication channels to reduce misunderstandings and improve work efficiency.

Strengthening Organisational Culture: Management should reinforce organisational culture through attention to employee welfare, provision of adequate facilities, implementation of clear reward systems, and policies supporting a safe and comfortable work environment. This approach is expected to strengthen employee motivation and alignment with organisational values.

Improving Employee Performance: A structured performance evaluation system should be implemented, accompanied by regular guidance, training, and measurable work standards to enhance work quality, responsibility, and accountability.

These recommendations aim to provide actionable guidance for management to enhance employee productivity, teamwork, discipline, and overall organisational effectiveness within the boarding school context.

ADVANCED RESEARCH

This study has several limitations. First, the sample consisted of only 50 respondents, so the findings may not fully represent a broader population.

Second, the data collection process was limited by the availability of complete information from Darut Tauhid Islamic Boarding School, which may have affected the depth of the analysis. Third, this study only examined three variables, namely communication effectiveness, organisational culture, and employee performance. Other factors that may influence employee performance, such as leadership, work motivation, work discipline, and compensation, were not examined in this study.

Future research is suggested to involve a larger sample and include other educational institutions to obtain broader findings. Further studies may also add other variables, such as leadership, motivation, discipline, and compensation, to provide a more comprehensive explanation of employee performance.

ACKNOWLEDGMENT

The researcher would like to express sincere gratitude to Universitas Pamulang and the Institute for Research and Community Service (LPPM) Universitas Pamulang for providing financial and institutional support for this research. Appreciation is also extended to Darut Tauhid Islamic Boarding School, Tangerang, for allowing the research to be conducted and supporting the data collection process. The researcher also thanks all respondents and colleagues who provided assistance, suggestions, and support during the completion of this study.

REFERENCES

- Al-Musadieq, M., Sudiro, A., & Rahayu, M. (2023). The effect of organizational culture on employee performance: Evidence from Islamic boarding school management. *Journal of Islamic Management Studies*, 6(2), 145–158. <https://doi.org/10.21009/jims.062.145>
- Clampitt, P. G. (2016). *Communicating for managerial effectiveness: Problems, strategies, solutions* (6th ed.). New York, NY: Routledge. <https://doi.org/10.4324/9781315664038>
- Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Liu, H., Li, H., & Zhang, X. (2020). Digital communication and organizational performance: The mediating role of team collaboration. *Journal of Business Research*, 116, 314–323. <https://doi.org/10.1016/j.jbusres.2020.05.039>
- Mangkunegara, A. A. P. (2017). *Manajemen sumber daya manusia perusahaan* (Cet. ke-14). Bandung: PT Remaja Rosdakarya.
- Rahmawati, I., & Putra, R. A. (2021). Internal communication quality and team performance in higher education institutions. *Jurnal Manajemen Pendidikan*, 12(1), 55–68. <https://doi.org/10.21831/jmp.v12i1.36123>
- Schein, E. H., & Schein, P. A. (2017). *Organizational culture and leadership* (5th ed.). Hoboken, NJ: Wiley.
- Sekaran, U., & Bougie, R. (2019). *Research methods for business: A skill-building approach* (8th ed.). Hoboken, NJ: Wiley.
- Setiawan, A., & Yusuf, M. (2022). Religious values and organizational commitment in pesantren: Impact on service quality. *International Journal*

- of Social and Management Studies, 3(4), 210–225.
<https://doi.org/10.5555/ijsms.2022.34.210>
- Siregar, H., Sihombing, L., & Marpaung, N. (2023). The role of internal communication in improving employee productivity. *Jurnal Ilmu Komunikasi*, 21(2), 111–126. <https://doi.org/10.31289/jik.2023.21.2.111>
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta.
- Tran, Q., & Choi, S. B. (2021). Effects of collaborative organizational culture on employee performance: Evidence from education sector. *Asia Pacific Management Review*, 26(3), 158–168.
<https://doi.org/10.1016/j.apmr.2020.09.003>
- Zainal, V. R., Ramly, M., & Mutis, T. (2020). *Budaya organisasi: Teori, praktik dan penelitian (Edisi Revisi)*. Jakarta: RajaGrafindo Persada.