

## **The Effect of Internal Communication and Teamwork on the Performance of the Student Organization Board at Ar-Raudlatul Hasanah Islamic Boarding School in Medan**

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### **ABSTRACT**

*This study aims to determine the effect of internal communication and team collaboration on the performance of the student organization board at Ar-Raudlatul Hasanah Islamic Boarding School in Medan. A descriptive quantitative research design was employed. The population comprised the active board members of the student organization at Ar-Raudlatul Hasanah. A purposive sampling technique was applied, yielding a total sample of 125 respondents. Data were collected through a structured questionnaire and analyzed using simple linear regression, multiple linear regression, t-tests, F-tests, and the coefficient of determination. The findings reveal that internal communication does not have a statistically significant partial effect on the performance of the student organization board. In contrast, team collaboration exhibits a positive and significant partial influence on board performance. Furthermore, internal communication and team collaboration collectively have a positive and statistically significant simultaneous impact on the performance of the student organization board at Ar-Raudlatul Hasanah Islamic Boarding School, Medan.*

**Keywords:** Internal Communication, Teamwork, Board Performance

### **INTRODUCTION**

The Humans basically coexist with other individuals in a social context. As part of society, everyone plays a role in building a community based on various social norms. In daily group activities, interaction and information exchange are unavoidable aspects. In the journal (Inah, 2013) revealed that effective message delivery contributes to smooth communication, so that the purpose of interaction can be achieved better. In his journal (Rahmah et al., 2022) explained that the presence of other people in a person's life journey becomes something irreplaceable based on various factors.

There are three main factors that affect the level of productivity of organizational members. First, the importance of building effective communication channels between leaders and members to ensure smooth program implementation. Second, harmonious collaboration between members as well as between members and leaders has a significant role in supporting performance improvement. Third, a comfortable and well-organized work environment is very helpful in creating an atmosphere that supports performance optimization (Mawardiningtyas et al., 2024). Optimal team achievement is reflected in the establishment of good coordination between personnel in an effort to realize common goals (Rahmah et al., 2022).

Effective interaction has a positive influence on the work atmosphere in the company environment. As an integral part of employee activities, communication requires special abilities from the communicator in order to attract attention and become

a role model for others (Panuju, 2019). Communication plays an important role in getting the right job. Too much or too little communication can affect employee effectiveness, because communication also plays a role in increasing employee motivation (Auzora & Wajdi, 2024). In research conducted by (Agustina et al., 2024) with the title "The Effect of Teamwork and Communication on Employee Performance at PT. Samick Indonesia" states that communication has a significant effect on employee performance.

The next aspect to consider is teamwork, which shows the importance of creating synergy among all relevant parties, considering that every organization has a common goal to achieve. Therefore, each member of the organization must maintain constant communication and coordination in order to achieve maximum results. Obstacles that arise, both from internal and external factors of the organization, are often caused by a lack of coordination between members at various levels, as well as a lack of commitment and responsibility between leaders and subordinates, which in turn makes the problems faced more complicated (Hidayat, 2021).

Teamwork is the ability to work together to achieve aligned goals and expectations, by ensuring that each individual contribution focuses on achieving predetermined institutional goals (Aditama, 2020). This is an impetus that allows members to achieve performance working together in a team to build energy that encourages the creation of enthusiasm and harmony between each individual who is part of an organization (Mawardiningtyas et al., 2024). In research conducted by (Saputra & Setiadi, 2023) stated that teamwork (X2) has an effect on work motivation (Y) of PT. BSP Air Muring Branch, Bengkulu City with a tsig value of 0.001, thus  $H_0$  is rejected and  $H_a$  is accepted, which means that variable X2 has an effect on employee work motivation (Y).

However, in practice, there are various challenges faced, such as in terms of internal communication. Some problems arise, such as a decrease in member performance, which can become an issue for an organization. This is because the work they achieve does not meet the expectations set by the organization (Vidya Eryanti & Daga, 2023). Often there are problems in communication, for example in the process of selling the organization's products, where not all members have sufficient information about the problem. This is caused by the lack of information delivery that should be done by the section head to its members, which ultimately hinders the smooth sale of these products (Hidayat, 2021).

Differences in understanding among members regarding the information received, tensions in relationships between members, and other urgent tasks that arise result in communication between members being hampered. In research conducted by (Yuan Prasetya Yuditio et al., 2024) added that this situation can be seen from the limited number of participants in the opportunity to participate in the deliberation process, as well as the lack of facilities or space that can be used by participants to convey the various problems faced. In terms of teamwork, there are various obstacles that still often arise, such as the tendency of members to complete tasks individually, lack of mutual assistance among team members, and unclear instructions that can hinder member productivity in achieving the desired goals (Najuti & Susanto, 2022). These problems can reduce member performance and foster an unpleasant work environment.

In a study conducted by (Utami et al., 2024) entitled "The Influence of the Role of Internal Communication, Situational Leadership, and Job Satisfaction in Improving the Performance of Golden City Bekasi Employees" states that internal communication has no effect on the performance of Golden City Bekasi employees. This shows that there are phenomena that have not been answered in previous studies so that researchers will conduct further research within the scope of high school level organizations (SMA) and the equivalent there are many organizations that students can join. The target of dedication that will be the object of the author's research is the Raudlatul Hasanah Student Organization (OPRH) which coincides at Pesantren Ar-Raudlatul Hasanah which is located at Jalan. Jamin Ginting, Simpang Selayang, Medan, North Sumatra. The author is interested in further researching the performance of organizational members with the title "The Effect of Internal Communication & Teamwork on the Performance of the Management of the Ar-Raudlatul Hasanah Islamic Boarding School Student Organization (OPRH).

## **LITERATURE REVIEW**

### ***A. Internal Communication***

According to Lawrance D. Brennan in his journal (Ullmi et al., 2023) as "interchange of ideas among the administrators and particular structure (organization) and interchange of ideas horizontally and vertically within the firm which gets work done (operation and management)" (exchange of ideas between administrators and employees in a company or ministry that causes the realization of the company or ministry complete with a typical structure (organization) and horizontal and vertical exchange of ideas within the company or ministry that causes work to take place).

Internal communication can take the form of personal interactions or involve one individual communicating with several group members. For example, interpersonal communication can occur through discussions between the head of an educational institution and teachers about the challenges they face in carrying out their duties. In addition, the delivery of messages from individuals to groups usually occurs in meetings held together, where all participants gather to find solutions to various problems that arise and evaluate performance that has not met the standards expected by the institution (Kusuma et al., 2017). Internal communication quoted in the journal (Safitri, 2024) explains that information is conveyed to all members in an organization, which includes every individual who is part of the organization.

### ***B. Teamwork***

The definition of cooperation according to Bachtiar (2004) in his journal (Budi & Miska, 2021) is the strength possessed by individuals who work together can facilitate the achievement of common goals. This kind of collaboration integrates various ideas to achieve success. Teamwork is a form of collective work that requires effective management and organization. The results obtained from teamwork will tend to be positive if members collaborate closely with each other and create a supportive work atmosphere. Nonetheless, teamwork remains important to ensure efficiency in groups, although it does not always materialize smoothly. In the journal

(Saefi et al., 2024) explained that teamwork is often faced with various challenges involving relationships between members, which can affect the effectiveness and smooth completion of work. As a result, this can affect the overall level of team productivity.

Gold (2005) in the journal (Saefi et al., 2024) defines that teamwork makes leaders and members more optimally motivated to achieve the desired results. Meanwhile, according to Zhuang, MacCann, Wang, Liu, and Roberts (2008) in their journal (Saefi et al., 2024) said that explaining the concept of teamwork based on two theories, which involves two or more individuals who coordinate to achieve the same goal. This team collaboration is analyzed from the Team performance perspective is considered as a psychological factor that influences the team's overall work results. Teamwork is explained by the scale method using the aspects proposed by Zhuang (2008) in (Pangestu & Harmonis, 2024), which include cooperation, influence and support, and problem solving and negotiation. There are several indicators in teamwork, namely cooperation, trust, and cohesiveness (Ibrahim et al., 2021).

### **C. Management Performance**

According to Waldman (2012) in the journal (Efrina, 2022), performance is a combination of attitudes and results achieved in accordance with expectations, which describes the role or contribution of each individual in an organization. Meanwhile, according to Obiwuru (2010) in his journal (Irmayanti et al., 2022), it is explained that performance refers to the results obtained from quality work and reaches a significant amount, which is achieved by individuals in carrying out tasks in accordance with the obligations assigned to them. The purpose of performance according to Rivai (2009) in his journal (Paparang et al., 2021):

- a. To improve work results, both in terms of quality and quantity.
- b. Providing new understanding that helps members solve complex problems, with a series of activities that are structured and in accordance with the responsibilities given by the organization.
- c. Improve relationships between employee members in work activities in the organization.

According to (Silaen et al., 2021) there are five indicators to measure employee performance, namely:

- a. The quality of work produced with the skills of the employee
- b. Quantity of work measured by the amount produced
- c. Timeliness in completing activities
- d. Effectiveness by improving the use of organizational resources
- e. Commitment in carrying out their responsibilities towards work.

## **RESEARCH METHODOLOGY**

In this study, researchers used a quantitative approach. In his journal (Mulyadi, 2013) that the quantitative method is a research method that aims to describe social phenomena or symptoms quantitatively or analyze how social phenomena or symptoms occur. Describe social phenomena or symptoms quantitatively or analyze how social

phenomena or symptoms occur in the midst of community life and are interconnected with one another. This method has the aim of explaining the effect of internal communication and teamwork on the performance of the administrators of the Ar-Raudlatul Hasanah pesantren student organization.

This research uses a descriptive quantitative approach with a survey approach to get data from a natural place (not artificial), but researchers do treatment in data collection. The sampling technique in this study used Purposive Sampling. The population in this study were the administrators of the Raudhatul Hasanah pesantren student organization, totaling 181. The number of samples determined using the Slovin Formula which amounted to 125 respondents. The research hypotheses are as follows: (1) there is an influence of internal communication on the performance of Ar-Raudlatul Hasanah boarding school administrators; (2) there is an influence of teamwork on the performance of Ar-Raudlatul Hasanah boarding school administrators, and (3) there is an influence of internal communication and teamwork on the performance of administrators Ar-Raudlatul Hasanah Islamic boarding school.

## RESULT AND DISCUSSION

### 1. Validity Test

The validity test is used to state the extent to which the data obtained through the research instrument (in this case a questionnaire) will measure what will be measured. In this study using 35 statement items. The Internal Communication Variable (X1) consists of 13 statements, the Teamwork Variable (X2) consists of 12 statements and the Management Performance consists of 10 statements. In this study, it can be determined with the *r product moment* table  $N = 30$  at a significance of 0.05 of 0.361. All statement items in this validity test show the value of  $r_{count} > r_{table}$ . So, it can be concluded that the X1, X2, and Y statement items are valid.

### 2. Reliability Test

The reliability test in this research uses *Cronbach Alpha*, which is declared reliable because it has a *Cronbach Alpha* value  $> 0.60$ . In the Internal Communication Variable (X1)  $0.837 > 0.60$ , in the Teamwork Variable (X2)  $0.862 > 0.60$  and in the Management Performance Variable (Y)  $0.907 > 0.60$ . So, it can be concluded that the statement instrument is at a reliable level.

### 3. Normality Test

In this study using the Kolmogorov-Smirnov method, namely by looking at the significance value. If the probability or significance of  $F > 0.05$  or 5% then, the distribution is normal.

Table 4.1 Normality Test Results

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		126
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.03048976
Most Extreme Differences	Absolute	.059
	Positive	.059
	Negative	-.044
Test Statistic		.059
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on table 4.1 on the results of the data normality test using the *Kolmogorov-Smirnov* method, it is stated that the significance value is  $0.200 > 0.05$ , thus it can be concluded that the data is normally distributed.

#### 4. Multiple Linear Regression Analysis

Table 4.2 Multiple Linear Analysis Results and T Tests

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14.927	3.652		4.087	.000		
	Komunikasi Internal	.103	.069	.118	1.501	.136	.806	1.240
	Kerjasama	.438	.061	.564	7.192	.000	.806	1.240

a. Dependent Variable: Kinerja

Based on table 4.2 shows a multiple linear regression equation with two independent variables, namely:  $Y = 14.927 + 0.103X_1 + 0.438X_2 + e$ . In the results of the regression equation. The regression equation above shows that the constant value (a) is 14.927. This explains the internal communication variable and the teamwork variable if the value is 0, the board performance variable will increase by 14.927.

## 5. T Test

Table 4.2 also shows the results of the t test on the communication variable. The internal t table is first calculated. It is known that the significance of  $0.05/2 = 0.025$  with a distribution of  $t = n-k-1$  or  $126-2-1 = 123$ , then look at the t table with a significance level of 0.025 at the number of samples or  $n = 126$ , then the t table is 1.991. The internal communication variable found that the significance value  $<0.05$  ( $0.136 > 0.05$ ) while for the value of  $t \text{ count} > t \text{ table}$  ( $1.501 < 1.979$ ), it can be concluded that  $H_{a1}$  is rejected and  $H_{o1}$  is accepted which means that partially there is no effect of internal communication on board performance. While the teamwork variable ( $X_2$ ) shows the value of  $t \text{ count} > t \text{ table}$  ( $7.192 > 1.979$ ), it can be concluded that  $H_{a2}$  is accepted and  $H_{o2}$  is rejected, which means that partially there is an effect of cooperation on board performance.

## 6. F Test

Table 4.3 F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	734.818	2	367.409	39.366	.000 <sup>b</sup>
	Residual	1147.984	123	9.333		
	Total	1882.802	125			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Kerjasama, Komunikasi Internal

Based on table 4.3 above in the analysis of variance of the F test results, it is found that the value of the F table is 3.07 obtained from the distribution critical value table with  $n$  (number of samples) = 126,  $k$  (independent variables) = 2 with  $df_1$ , namely the number of variables = 1 and  $df_2$  ( $n - k - 1$ ) or  $(126 - 2 - 1) = 123$ . From the F test results in the table that the significance value is obtained  $<0.05$  ( $0.000 < 0.05$ ) and the value of  $F \text{ count} > F \text{ table}$  is  $39.366 > 3.07$ , then  $H_0$  is rejected and  $H_a$  is accepted. It can be concluded that the two independent variables of internal communication and teamwork together affect the performance of the board.

## 7. Coefficient of Determination

Table 4.4 Test Results of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.625 <sup>a</sup>	.390	.380	3.055

a. Predictors: (Constant), Kerjasama, Komunikasi Internal

Based on table 4.4 above, the R Square value or the coefficient of determination is 0.390, which means that the coefficient of determination is equal to 39%. This means that variable X affects variable Y by 39%. While the remaining 61% is influenced by other variables not examined in the study. The 61% value is obtained from  $100\% - 39\% = 61\%$ . The magnitude of the influence of these other variables is referred to as *error* (e).

## CONCLUSION

The results of this study indicate that there is no partial positive and significant effect of the internal communication variable on the performance of the board of the Ar-Raudlatul Hasanah Islamic Boarding Management Organization Medan. There is a partial positive and significant effect of the teamwork variable on the performance of the board of the Ar-Raudlatul Hasanah Islamic Boarding Organization Medan. There is a simultaneous positive and significant influence of the internal communication and teamwork variables on the performance of the board of the Ar-Raudlatul Hasanah Islamic Boarding School Management Organization in Medan.

It is important to evaluate the internal communication methods applied, such as increasing transparency, frequency, and clarity of information delivery among organizational members. For further research, it is necessary to consider qualitative methods to gain a deeper understanding of communication constraints and teamwork from the perspective of organizational members. Conduct comparisons with similar organizations in other institutions to see different patterns in the influence of communication and teamwork on performance.

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