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Abstract: This study's objective is to determine the role of organizational communication in improving the performance of dormitory supervisors in coaching OSANTRAS. This qualitative research applied a case study approach, and the data analysis used descriptive analytics. The subjects in this study were the leaders of the boarding school, 2 dormitory supervisors, and 2 students who were members of OSANTRAS. The data collection process was carried out by means of observation, interviews, and documentation. The results of this study indicate that organizational communication at the Raudhatus Salaam Islamic Boarding School has been going well, as indicated by the leaders who establish communication with all stakeholders in the Islamic boarding school, be it teachers, employees, supervisors, and students. This research also reveals that the supporting factors in improving the performance of dormitory supervisors are productive meetings and good cooperation. Meanwhile, the inhibiting factor is the frequent change of dormitory supervisors.

Keywords: The Role of Organizational Communication, Organizational Communication, Performance, Islamic Boarding School

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A. Introduction

Islamic boarding school is a unique institution with very strong and inherent characteristics. The roles taken are efforts to educate the nation that have been passed down from generation to generation without stopping (Zuhriy, 2011). Pesantren is a place of residence for students who study (Dhofier, 2019).

According to Takdir (2018), Islamic boarding schools are distinctive and unique institutions if viewed from their education system. Several components often found in Islamic boarding schools are dormitories, mosques, teaching, students, and kiai. Raudhatus Salaam Islamic Boarding School is an Islamic educational institution with an organizational structure consisting of a principal, supervisor, honorary teacher, administrative staff, dormitory supervisor, cook, and cleaning staff.

Even though it consists of many divisions, each division has special tasks. But all divisions must work together to achieve the goal. With the support of effective communication, collaboration will run more efficiently. Communication in an organization is very important. With good communication and coordination among members, organizational goals will be easier to achieve. In addition, the performance of the organization's employees will be improved through organizational communication. Likewise, Islamic boarding schools have organizations within them (Jeina et al., 2019).

According to Wiryanto (2005), Organizational communication is the sending and receiving of organizational messages within a group, both formal and informal messages from an organization. The process of conveying messages between organizations, subordinates to subordinates, and leaders to leaders is almost the same (Ningrum, 2013).

The communication role of an organization greatly influences how it achieves its goals. Every organization needs communication because it enables the effective flow of information. Employees can work together well in this way to achieve common goals and solve problems. Staff members can feel more involved and valued when communicating well, resulting in improved performance.

Performance is something that greatly influences the implementation of an organization's goals. It cannot be denied that organizations always need human resources to achieve their goals. Organization members have a role in many things, starting from planning, implementing, and controlling, and always play an active role in achieving organizational goals.

Likewise, the role of communication in Islamic boarding schools is very important because it allows communication between students and dormitory supervisors. Effective communication can help in the learning process in the dormitory by conveying the right information, resolving problems that arise, and increasing student motivation. Islamic boarding school life has a role in responding to changes in values or managing relationships in Islamic boarding school life. Apart from that, communication is also important in building good relationships between students, teachers, and dormitory supervisors so that it can improve the quality of learning and development of students (Syarifuddin et al., 2023).

One of the ways in which the development of students at the Raudhatus Salaam Islamic Boarding School is the existence of OSANTRAS (Organization of Raudhatus Salaam Students), which is equivalent to the OSIS (Intra-School Student Organization) in schools in general. OSANTRAS is managed by students with direction and supervision

from the dormitory supervisor. The organization will not run effectively without the intervention of the dormitory supervisor.

OSANTRAS members have certain requirements that must be met to join. Among these requirements are students in the third, fourth, and fifth years or equivalent to classes IX, X, and XII. These conditions are a reference for determining the eligibility of students to join OSANTRAS.

OSANTRAS members are divided into two categories: senior and junior. Seniors are students in class 4 or equivalent to class X and class 5, equivalent to class XII. Meanwhile, juniors are students in class 3 or comparable to class IX.

Ideally, to support the running of OSANTRAS is the role of dormitory supervisors who communicate effectively with OSANTRAS members. Effective communication can increase harmony and reduce problems that arise. Apart from effective communication, good coordination is also very necessary, coupled with high participation from students and students' understanding of the goals of the organization. However, the author found that at the Raudhatus Salaam Islamic Boarding School, the dormitory supervisors did not play an active role in developing OSANTRAS.

In the Raudhatus Salaam Islamic Boarding School, the prominent issue was the ineffective communication between the dormitory supervisors and OSANTRAS members. The lack of coordination between OSANTRAS members and dormitory supervisors causes OSANTRAS members not to carry out their duties optimally. There is no initiative for students to report the weekly work program to the dormitory supervisor, and there is a lack of support from the dormitory supervisor in this report. Apart from that, OSANTRAS members' lack of understanding of the organization's goals caused the unprepared work programs to be not implemented. Several disciplinary violations are found in the daily lives of students, such as discipline for entering their rooms at night, discipline for wearing shoes during teaching and learning activities, discipline for entering the mosque during prayer time, and discipline in the entire series of additional activities at the Islamic boarding school.

Overall, the role of organizational communication at the Raudhatus Salaam Islamic Boarding School has not been running optimally, resulting in a decline in the performance of dormitory supervisors. Therefore, the author is interested in researching further "The Role of Organizational Communication in Improving the Performance of Dormitory Supervisors at the Raudhatus Salaam Islamic Boarding School".

B. Research Method

This qualitative research applied a case study approach and used descriptive analytics to analyze data. The research procedure that the researcher carried out was to make observations. Researchers began initial observations in October 2022. Despite many existing problems, the research focused more on the issues and found 2 OSANTRAS members demoted from their positions.

In the next process, the researcher submitted research permission to the Head of the Raudhatus Salaam Islamic Boarding School as a request to carry out the research. After the researcher received permission to conduct research from the leadership, the researcher immediately observed the concerned subjects and collected supporting data.

C. Result and Discussion

1. Overview of Organizational Communication at the Raudhatus Salaam Islamic Boarding School

Every institution has an organization that is formed. The organization works by established goals. Although all organizations have unique characteristics, plans are prepared to help achieve goals. All organizations have one goal, one structure, and a process for coordinating activities with people (Yuliana, 2012).

Organizational communication in the field is carried out between departments, involving all organization members to achieve organizational goals. Each member plays an important role in the progress of the organization, so leaders have an important role in creating a positive atmosphere to improve the performance of their team members.

Organizational communication in Islamic boarding schools, it can be viewed from existing aspects, including setting goals, preparing plans, organizing, leading, controlling achievement, and improving performance.

2. Setting and Disseminating Goals

Goals are the most important thing. Without a goal, the company will remain on the verge of obscurity. Therefore, setting goals is the most basic guide to where the company should move.

Then, to achieve the goal, there needs to be a target that becomes a benchmark for success. Setting targets can involve all employees or just a few. Competent human resources certainly support the achievement of these targets. Apart from employees, the role of leadership is also very crucial.

As Head of the Lodge, MWA explained that the goals in every organization are important, as stated in the interview:

"Islamic boarding schools or other educational institutions must have a goal. Because this provides an overview and path of how the boarding school will take steps and management in the future in guiding and developing its students by the expectations of the community who have entrusted their children to the Islamic boarding school." (Interview with Subject I MWA, March 10, 2023: 16.12).

As stated by Subject I, the Raudhatus Salaam Islamic Boarding School has a goal because having a goal can make it easier to determine steps to achieve that goal. The goal in the rules of *ushul* is known as al-umur bi maqasidiha, meaning that every action or activity must be goal-oriented. It can also be interpreted as a direction (Syafe'i, 2015).

The results of the interviews conducted by researchers with Subject I above can conclude that the process of establishing and disseminating objectives at the Raudhatus Salaam Islamic Boarding School has been carried out. A clear goal will make employees who contribute to it feel comfortable to continue working at the Raudhatus Salaam Islamic Boarding School. Human resource management aims to increase the contribution that workers in the organization can make towards achieving organizational goals (Zuhri, 2014).

3. Developing a Plan to Achieve the Planned Goals

An institution must have a plan to achieve agreed goals. According to Utomo in the journal (Sahputra, 2020), planning, organizing, directing, and controlling are needed to achieve the goals and objectives in the management process.

However, along the way, there are problems and undesirable things. Therefore, careful, and well-arranged planning is needed. A perfect plan will make it easier for the agency to achieve its goals.

Raudhatus Salaam Islamic Boarding School has two types of meetings: weekly and monthly meetings. All employees attend monthly meetings, while weekly meetings are only limited to dormitory leaders and supervisors. Discussions at the meeting included evaluations of past activities, activities carried out this week, and those that will take place in the following week, and reports from each division regarding developments and problems. Reports on student progress or existing problems are as stated by Subject I:

"The juniors are still under supervision. For cases that must be handled, care is directly involved even though there is actually a dormitory supervisor who is assigned to coordinate care." (Interview with Subject I MWA, March 10, 2023: 16.12)

If there is a problem that occurs, it will be resolved immediately so that it is hoped that in the future, it will not happen again. Apart from that, leaders are also careful in making decisions. Carrying out assessments and making decisions is part of decision-making. After deliberation and consideration of alternatives, this decision was made. Some of these processes are identifying the main problem, making a list of alternatives to be considered, and finally arriving at the best decision. (Habibie et al., 2017).

From the interviews, teachers and dormitory supervisors already understood the tasks given to them while preparing plans to achieve the goals. They carry out tasks according to the job desk and collaborate with other divisions to achieve goals.

4. Organizing Human Resources and Other Resources in an Effective Way

After creating goals and deployment plans, the next process is grouping human resources and other resources effectively. Human resources here are all employees who contribute to achieving goals, including dormitory supervisors who work in their respective divisions, as a planner, thinker, and mover. Meanwhile, other resources are in the form of infrastructure at the Raudhatus Salaam Islamic Boarding School.

Coordination is carried out as a form of division of divisions or work tasks that will be given to certain employees. The division of tasks is adjusted to each individual's abilities. If the leader gives a task to the division head, then the division head's job is to convey it to other members.

Organizing with all human resources or other resources is a communication process to get closer to organizational goals. As said by Subject II:

"Initially, by looking at the situation, studying, asking around to various people who could be made *marja*, combining several things that could be implemented in this dormitory, by proposing, considering, and also by deliberating with fellow service members, the director, even involving the boarding school leadership, as an effort to make the boarding school better." (Interview with Subject II M, March 10, 2023: 21.00)

The interview results above show that human resources are running according to the workload given. The division of tasks is adjusted to the skills possessed. Other resources also support achieving agreed organizational goals.

5. Leading, Directing, Motivating and Creating a Climate that Generates People's Desire to Contribute

Every existing institution, of course, has a leader. Leaders, in carrying out their duties, are required to be able to read the situations and conditions that occur in the organization they lead in an integrated system. This has the consequence that a leader must be responsive and precise in making decisions, be able to use time effectively and be able to master all problems that arise in his organization's environment (Ardyawin et al., 2019).

Not only that, but leaders also have the task of creating a climate that makes a desire for their employees to contribute. The boarding school leaders certainly implement this so that the boarding school supervisors are obedient and respectful of the tasks given. The division of tasks is also given based on ability. Apart from that, the process is also supported by Standard Operating Procedures (SOP) in accordance with what Subject I said:

"Islamic boarding school also has operational standards, so giving orders to *ustadz/ustadzah* is easier. For example, in activities, there are operational standards, then the ustadz/ustadzah must also comply with them." (Interview with Subject I MWA, March 10, 2023: 16.12)

The results of the interviews show that the leadership has directed its dormitory supervisors to carry out their mandate. It is not enough to just direct but also motivate the dormitory supervisors to increase their ghiroh or willingness to educate the students. After directing and motivating, of course, the leadership also supports the educational process and endorses the dormitory supervisors in achieving organizational goals by carrying out all responsibilities according to their respective divisions.

6. Controlling Performance

The success desired by every institution will not be achieved without good coordination between leaders and employees. Furthermore, leaders have the task of controlling performance. Good performance control creates a harmonious atmosphere between superiors and subordinates.

Good cooperation and harmonious relations between employees are the ideals of every leader. The good relationship between superiors and subordinates can be one of the factors that makes an employee comfortable or not in that environment (Oktaviani et al., 2020).

If employees feel comfortable, they will improve their performance to be closer to achieving achievement. Each agency has its performance indicators, as stated by subject I:

"The indicators can be seen when the students feel at home in the boarding school, and then when the students are well supervised, it means that their instructors' performance has increased so that the communication we carry out in coaching runs well. Some of the indicators include the students' achievements because when students get achievements, it cannot be separated from the good performance of their

supervisors. It is also an indicator that communication is going well." (Interview with Subject I MWA, March 10, 2023: 16.12).

The interview results explain that there is achievement control from the leadership and good cooperation from all employees. The leadership also supports achievement control, which is demonstrated by giving praise or appreciation.

7. The Role of Organizational Communication to Improve Performance

Good communication can support someone to improve performance. As a dormitory supervisor who has the task of developing students, you will feel motivated, and your performance will increase when a leader can build good communication with them. Well-developed communication between them will create closeness so that the performance quality also increases. In line with the Subject I:

"Every week we report on the condition of the students at the Monday evening meeting. This includes routine activities, sick children, or violations. However, in the public forum, we only discuss major violations so that it becomes a common concern regarding what consequences should be given to them, that's it." (Interview with Subject III RN, March 11, 2023: 10.20).

The results of interviews conducted by researchers with the subjects above show that effective communication is the key to running an organization. Good coordination between subordinates and superiors will support the success of the organization, especially since the goals of the organization are known to all members of the organization, so it will improve the quality of performance.

8. Supporting Factors in Improving the Performance of Dormitory Supervisors at the Raudhatus Salaam Islamic Boarding School

Dormitory supervisors should do the things that are their duties while at the Islamic boarding school. The duties of the dormitory supervisor include accompanying the students in their daily lives and being responsible for the division entrusted to them by the leaders. The following are supporting factors for the role of organizational communication, namely as expressed by Subject II:

"It would be good if, for example, there were meetings as a form of communication and evaluation. The purpose of the weekly meeting is to report and develop further plans." (Interview with Subject II M, March 10, 2023: 21.00).

Communication is the most important factor in the running of a company. Coordination meetings are a form of communication. The place used to carry out administrative activities in an organization or company to facilitate and support the achievement of goals is called an office (Kaukab, 2018).

The statement from Subject III supports the above statement with the following interview results:

"Actually, small competitions or big stage activities are like fun arenas, camps are really fun for us, we're happy when everything goes smoothly, and we can show our best, but again, because we are the committee involved in it, we still feel tired even though paid off just as happily." (Interview with subject III RN, March 11, 2023: 10.20).

Subject II stated that meetings as a form of evaluation and communication had been carried out. This supported the establishment of effective communication. The

results of interviews conducted by researchers with dormitory supervisors at the Raudhatus Salaam Islamic Boarding School show that the factor that supports them to continue to perform well is productive meeting groups supported by good cooperation.

9. Inhibiting Factors in Improving the Performance of Dormitory Supervisors at the Raudhatus Salaam Islamic Boarding School

Setting and disseminating goals is the main thing a company does. Effective communication and coordination can support the success of all of this. However, we found several things to be inhibiting factors, as stated by Subject III:

"Indeed, there was a coordination meeting which became a bridge for spreading the purpose of the lodge to all its residents. However, in these meetings, sometimes problems do not get a solution, so we are required to think for ourselves, which reduces our performance. Sometimes new policies emerge less relevant to previous decisions, and sometimes the decisions are sudden." (Interview with subject III RN, March 11, 2023: 10.20).

In line with what was expressed by Subject III, Subject II added that:

"The dormitory supervisors, who often change every year, are also influenced by us. I don't know if it's because the *ustadzah* is a dedicated teacher or factors such as having completed college, so she left the Islamic boarding school or other personal reasons. So. for example, last year, this regulation was implemented without a hitch, then when the new year enters, the regulation may be enforced, but it will feel different because the person administering it is different." (Interview with Subject II M, 10 Maret 2023: 21.00).

According to Robbins in Iskandar & Rahadi (2021), turnover is the departure of employees from an organization when they stop working, which is detrimental to the organization but also benefits the organization. Meanwhile, Medina (2012) stated that turnover is related to job satisfaction. Therefore, organizations try hard to ensure that their employees have high job satisfaction, reducing their turnover intention. One of the efforts that an organization can make is the level of leadership's concern for its employees.

The interviews conducted by researchers with dormitory supervisors show that there are inhibiting factors. The inhibiting factor that emerged was the frequent change of dormitory supervisors.

D. Conclusion

Based on the results of data analysis and previous discussion, it can be concluded that:

1. The role of organizational communication at the Raudhatus Salaam Islamic Boarding School has been running well, demonstrated by effective communication links to all stakeholders at the Islamic boarding school, including teachers, employees, dormitory supervisors, and students.
2. The dormitory supervisor carries out the work program as agreed at the beginning, even though during the process, it is discovered that there are things that are not appropriate or negligence in the guidance.

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Supplementary Material

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