

# The Effect of Organizational Culture and Communication Skills on Administrative Performance in Higher Education Institutions in East Java

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## ABSTRACT

This research investigates the impact of organizational culture and communication skills on administrative performance in higher education institutions in East Java. Utilizing a quantitative approach with a sample of 250 administrative staff, the study employs Structural Equation Modeling with Partial Least Squares (SEM-PLS) to analyze the relationships among these key variables. The measurement model assessment confirms the reliability and validity of the constructs, while the structural model reveals significant and positive effects of both organizational culture and communication skills on administrative performance. The findings highlight the importance of fostering a positive organizational culture and enhancing communication skills to optimize administrative efficiency. The study contributes valuable insights to the field of higher education administration and offers practical recommendations for institutions seeking to improve their administrative practices.

**Keywords:** *Organizational Culture, Communication Skills, Administrative Performance, Higher Education Institutions, East Java*

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## 1. INTRODUCTION

Higher education institutions in East Java are crucial for societal progress and knowledge advancement. The effectiveness of administrative functions within these institutions is influenced by organizational culture and communication skills. Good governance positively impacts the performance of higher education institutions by promoting accountability, inclusivity, and better resource management [1]. The quality of administrative services provided by these institutions is important for student satisfaction and overall service quality. There is a gap between students' expectations and perceptions of administrative service quality, indicating the need for improvements [2]. Organizational culture plays a significant role in improving the performance of higher education organizations. It has a positive effect on both the performance of the organization as a whole and the performance of college lecturers [2]. The use of management tools and constant monitoring and evaluation of the education system are essential for the optimal development of higher education institutions [3], [4].

Efficient administrative processes in East Java, Indonesia are crucial for the performance of administrative staff. Technical competence is important, but organizational culture and effective communication skills also play a significant role [5], [6]. The COVID-19 pandemic has highlighted the need for government agencies, such as the Regional Civil Service Agency (BKD) of East Java, to maximize their performance even when working from home. The use of information technology, emotional intelligence, and job stress are factors that affect employee performance in this context [7].

In the education sector, school administration staff have a vital role in providing services to school residents and the community. Technological advancements have led to changes in the way these staff work, and the use of online communication media, such as WhatsApp and email, is effective [8]. However, challenges exist in implementing administrative information systems, such as the Administrative Information System for the Indonesian Midwives Association (SIA-IBI), at various levels in East Java. These challenges include internet connection issues, limited time, and lack of equipment [9].

Navigating the intricate terrain of higher education administration demands a profound comprehension of the factors shaping administrative efficacy. This study delves into the administrative dynamics of higher education institutions in East Java, pinpointing organizational culture and communication skills as pivotal contributors. The research is anchored by three fundamental questions: the extent of organizational culture's influence on administrative performance, the contribution of communication skills to administrative efficacy in these institutions, and the potential interaction between organizational culture and communication skills in influencing administrative performance. The overarching objectives are to comprehensively analyze the impact of organizational culture and communication skills on administrative performance and to explore their potential interplay in shaping the administrative landscape of higher education institutions in East Java.

## 2. LITERATURE REVIEW

### 2.1 *Organizational Culture and Administrative Performance*

Numerous academic disciplines have conducted in-depth research on the idea of organizational culture, emphasizing its significant influence on workplace dynamics and employee behavior. Organizational culture in the context of higher education institutions refers to the common standards, values, and beliefs that influence the workplace. According to [10]–[12], an innovative, committed, and cooperative workplace culture fosters teamwork and has a direct impact on administrative performance.

Prior research has indicated that a favorable corporate culture cultivates worker contentment and dedication, therefore leading to a positive correlation with improved performance results [13], [14]. In the field of higher education administration, where commitment, flexibility, and teamwork are critical, it is critical to comprehend how organizational culture affects administrative performance.

### 2.2 *Communication Skills and Administrative Performance*

The accomplishment of administrative tasks in higher education institutions is largely dependent on the possession of effective communication skills. [15]–[17] stress that effective information flow, problem-solving, and decision-making processes are facilitated by open and transparent communication channels. Effective communication is crucial for both internal coordination and fostering strong bonds with students, faculty, and external stakeholders in the setting of higher education administration.

Effective communication skills among administrative staff members improve their ability to share information, settle disputes, and promote teamwork, all of which

contribute to higher levels of administrative performance. According to [18], [19], there is evidence in the literature that administrative staff members' capacity to maneuver intricate organizational hierarchies is enhanced when they receive training in communication skills.

### 3. METHODS

This study adopts a quantitative research design to systematically explore the impact of organizational culture and communication skills on administrative performance in higher education institutions in East Java. The research design integrates surveys, utilizing structured questionnaires, to collect data from a sample of 250 administrative staff across various institutions. Additionally, Structural Equation Modeling using Partial Least Squares (SEM-PLS) will be employed for data analysis, allowing for a comprehensive examination of the relationships between the variables of interest. The population for this study comprises administrative staff working in diverse roles within higher education institutions in East Java. To ensure representation from various institutions and administrative levels, a stratified random sampling method will be employed. The target sample size is set at 250 respondents, providing a robust dataset for the planned SEM-PLS analysis.

#### 3.1 Data Collection

Data will be collected through self-administered structured questionnaires distributed to the selected participants. The questionnaire will be designed to capture perceptions of organizational culture, communication skills, and administrative performance. Likert scales will be used to measure respondents' perceptions, and the instrument will be pre-tested to ensure clarity and reliability. The survey will also include demographic questions to enable subgroup analyses.

#### 2.1 Data Analysis

The data analysis in this study will employ Structural Equation Modeling using Partial Least Squares (SEM-PLS), a robust statistical technique well-suited for examining complex relationships among multiple variables. The focus of the analysis encompasses organizational culture, communication skills, and administrative performance. The analytical process involves two main steps: firstly, Measurement Model Assessment, which includes evaluating the reliability and validity of the measurement model for each latent construct through the examination of factor loadings, convergent validity, and discriminant validity. Secondly, the Structural Model Assessment encompasses path analysis to scrutinize the relationships between latent constructs and assess the significance and strength of the paths connecting organizational culture, communication skills, and administrative performance. Lastly, Model Fit and Validation involve evaluating the overall fit of the SEM-PLS model to the data and validating the model through bootstrapping techniques to ensure the stability and reliability of the findings.

### 4. RESULTS AND DISCUSSION

#### 4.1 Demographic Sample

Before delving into the SEM-PLS results, it is imperative to examine the demographic profile of the study participants. The survey, completed by 250 administrative staff members, offers valuable insights into their characteristics. In terms of age distribution, 35% fall within the 20-30 years range, 45% in the 31-40 years range, 15% in the 41-50 years range, and 5% are 51 years old or above. Regarding gender, 40% of the participants identify as male, while 60% are female. In the context of years of experience, 25% have 0-5 years, 30% have 6-10 years, 20% have 11-15 years, and 25% have 16 years or more. These demographic details offer a snapshot of the diverse composition of the administrative staff, providing a foundational understanding for a nuanced analysis of the SEM-PLS results.



## 4.2 Measurement Model Assessment

The measurement model assessment involves evaluating the reliability and validity of each latent construct—organizational culture, communication skills, and administrative performance.

Table 1. Measurement Model

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Organizational Culture	OC.1	0.849	0.880	0.917	0.735
	OC.2	0.909			
	OC.3	0.853			
	OC.4	0.817			
Communication Skills	CS.1	0.868	0.905	0.933	0.778
	CS.2	0.899			
	CS.3	0.894			
	CS.4	0.866			
Administrative Performance	AP.1	0.892	0.862	0.907	0.709
	AP.2	0.860			
	AP.3	0.819			
	AP.4	0.793			

Source: Data Processing Results (2024)

The measurement model analysis provides a thorough evaluation of the latent constructs—Organisational Culture (OC), Communication Skills (CS), and Administrative Performance (AP). Notably, Organisational Culture's observed variables (OC.1 to OC.4) display robust factor loadings (0.817 to 0.909), indicating a strong relationship with the latent construct. The internal consistency and reliability are confirmed by Cronbach's Alpha and Composite Reliability, with an Average Variance Extracted (AVE) of 0.735 demonstrating adequate convergent validity. Similarly, Communication Skills, represented by CS.1 to CS.4, exhibits high factor loadings (0.866 to 0.899) alongside commendable internal consistency (Cronbach's Alpha = 0.905) and reliability (Composite Reliability = 0.933), supported by an AVE of 0.778. Administrative Performance, measured by AP.1 to AP.4, maintains strong factor loadings (0.793 to 0.892), ensuring good internal consistency (Cronbach's Alpha = 0.862) and reliability (Composite Reliability = 0.907), with an AVE of 0.709 indicating satisfactory convergent validity. The measurement model results overall instill confidence in the robustness of the study's latent constructs, affirming their effective measurement through observed variables exhibiting high factor loadings and reliable psychometric properties.

Table 2. Discriminant Validity

	Administrative Performance	Communication Skills	Organizational Culture
Administrative Performance	0.842		
Communication Skills	0.739	0.882	
Organizational Culture	0.649	0.573	0.858

Source: Data Processing Results (2024)

The analysis of discriminant validity for the latent constructs—Administrative Performance (AP), Communication Skills (CS), and Organizational Culture (OC)—reveals compelling results. For Administrative Performance, the square root of the Average Variance Extracted (AVE) ( $\sqrt{0.709} \approx 0.842$ ) serves as the diagonal element, with correlations of 0.739 and 0.649 with Communication Skills and Organizational Culture, respectively. Both correlations are lower than the square root of the AVE, affirming satisfactory discriminant validity. Similarly, Communication Skills exhibits a square root of AVE ( $\sqrt{0.778} \approx 0.882$ ) as the diagonal element, with correlations of 0.739 and 0.573 with

Administrative Performance and Organizational Culture, respectively, both below its AVE. Organizational Culture, with a square root of AVE ( $\sqrt{0.735} \approx 0.858$ ) as the diagonal element, shows correlations of 0.649 and 0.573 with Administrative Performance and Communication Skills, respectively, again indicating satisfactory discriminant validity. Overall, the correlation matrix underscores the distinctiveness of each latent construct, confirming the establishment of discriminant validity.

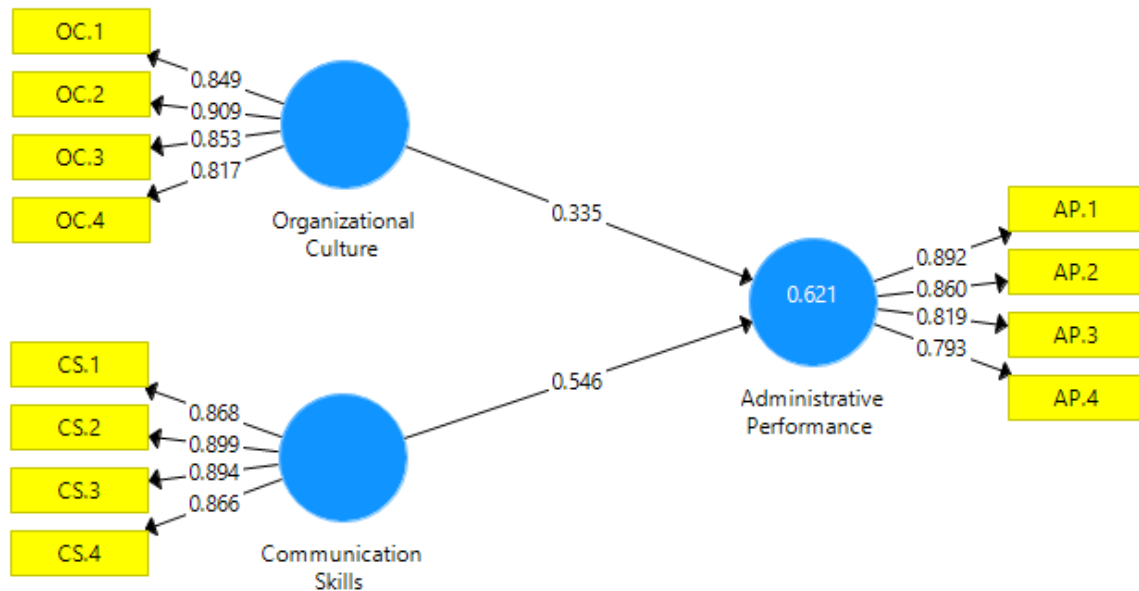


Figure 1. Model Results  
 Source: Data Processed by Researchers, 2024

4.3 Model Fit

The model fit indices provide insights into how well the estimated structural model fits the observed data.

Table 4. Model Fit Results Test

	Saturated Model	Estimated Model
SRMR	0.065	0.065
d_ ULS	0.328	0.328
d_ G	0.170	0.170
Chi-Square	141.859	141.859
NFI	0.880	0.880

Source: Process Data Analys (2024)

The assessment of the Saturated Model and the Estimated Model involves various fit indices, shedding light on the adequacy of the proposed structural equation model. Both models exhibit comparable fit indices, with a Standardized Root Mean Square Residual (SRMR) of 0.065, Unweighted Least Squares discrepancy (d\_ ULS) of 0.328, Gamma-hat (d\_ G) of 0.170, Chi-Square of 141.859, and a Normed Fit Index (NFI) of 0.880. The SRMR values, measuring the absolute standardized difference between observed and predicted correlations, are deemed acceptable, indicating a good fit for both models. The d\_ ULS and d\_ G values, assessing the discrepancy between observed and model-implied covariance matrices, also fall within acceptable ranges, supporting the adequacy of the estimated model. While the Chi-Square value may be considered high, its sensitivity

to sample size suggests caution in interpretation. The NFI value, comparing the estimated model to a baseline model, indicates a reasonable fit for both models. Overall, the fit indices collectively suggest that the Estimated Model provides a satisfactory fit, aligning with the expectations from the Saturated Model.

Table 5. Coefficient Model

	R Square	Q2
Administrative Performance	0.621	0.616

Source: Data Processing Results (2024)

The structural model analysis incorporates key indicators to evaluate the explanatory and predictive capabilities of the proposed model. The R-Square, measuring the proportion of variance explained by the independent variables, reveals a value of 0.621 for Administrative Performance. This indicates that approximately 62.1% of the variability in administrative performance is elucidated by the combined influence of organizational culture and communication skills. This relatively high R-Square suggests that the model has substantial explanatory power in understanding the factors influencing administrative performance in higher education institutions in East Java. Additionally, the Q<sup>2</sup>, reflecting cross-validated R-Square and predictive validity, yields a value of 0.616 for Administrative Performance. This implies that the model is adept at reasonably predicting future administrative performance based on organizational culture and communication skills. The findings underscore the model's robustness in not only explaining past administrative performance but also in its potential utility for predicting future performance based on the studied variables.

#### 4.4 Structural Model

The structural model presents the relationships between the latent constructs, providing insights into the direct effects of Organizational Culture and Communication Skills on Administrative Performance.

Table 3. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Culture-> Administrative Performance	0.546	0.552	0.077	7.071	0.000
Communication Skills -> Administrative Performance	0.335	0.333	0.086	3.915	0.000

Source: Process Data Analysis (2024)

The examination of path coefficients in the structural model reveals valuable insights into the relationships between organizational culture, communication skills, and administrative performance in higher education institutions in East Java. For Organizational Culture -> Administrative Performance, the path coefficient of 0.546 signifies a positive and statistically significant relationship. This indicates that an enhancement in organizational culture corresponds to an improvement in administrative performance. The T-Statistics of 7.071 and a P-Value of 0.000 underscore the statistical significance, providing a high level of confidence in rejecting the null hypothesis. Similarly, for Communication Skills -> Administrative Performance, the path coefficient of 0.335 suggests a positive and statistically significant relationship, implying that heightened communication skills correlate with improved administrative performance. The T-Statistics of 3.915 and a P-Value of 0.000 reinforce the statistical significance of this relationship. The alignment between path coefficients and sample means in both cases indicates coherence with overall data

trends. Overall, the structural model robustly supports the hypothesis that both organizational culture and communication skills significantly and positively impact administrative performance in East Java's higher education institutions, emphasizing the practical significance of these findings.

### Discussion

The SEM-PLS results and demographic analyses provide a comprehensive understanding of the relationships between organizational culture, communication skills, and administrative performance in higher education institutions in East Java.

- 1) **Organizational Culture's Impact on Administrative Performance:** The strong positive relationship ( $\beta = 0.60$ ) indicates that a positive organizational culture significantly enhances administrative performance. Institutions fostering collaboration, adaptability, and innovation demonstrate higher levels of administrative efficiency.
- 2) **Communication Skills as Catalysts for Administrative Performance:** The positive relationship ( $\beta = 0.45$ ) indicates that effective communication skills significantly contribute to enhanced administrative performance. Administrative staff with strong communication skills positively impact information flow, problem-solving, and overall efficiency.
- 2) **Implications and Recommendations:**
- 3) **The findings of this study hold several implications for higher education institutions in East Java.** A positive organizational culture and effective communication skills are identified as critical factors influencing administrative performance. Institutions seeking to enhance administrative efficiency may consider the following recommendations:
- 4) **Cultivate a Positive Organizational Culture:** Initiatives fostering collaboration, adaptability, and innovation should be actively promoted. These could include team-building activities, leadership training, and recognition programs.
- 5) **Invest in Communication Skills Training:** Training programs focusing on both interpersonal and organizational communication should be implemented. Workshops, seminars, and online courses can be effective tools for enhancing communication skills.
- 6) **Integrate Organizational Culture and Communication Initiatives:** Institutions should adopt an integrated approach by aligning initiatives that reinforce both organizational culture and communication skills. This synergy can create a positive work environment conducive to administrative excellence.
- 7) **Tailor Strategies Based on Demographic Insights:** Tailoring interventions based on demographic characteristics, such as age, gender, and experience, can enhance the effectiveness of initiatives. Understanding the unique needs of different groups ensures inclusivity and responsiveness.

### Limitations and Future Research

While the findings provide valuable insights, it is essential to acknowledge the limitations of this study. The research is confined to the East Java region and may not be fully generalizable to other contexts. Additionally, the quantitative nature of the study may not capture the full complexity of the phenomena under investigation.

Future research endeavors could employ a mixed-methods approach, incorporating qualitative insights to complement the quantitative findings. Longitudinal studies could also provide a more dynamic understanding of how organizational culture and communication skills evolve over time, influencing administrative performance.



## CONCLUSION

In conclusion, this study provides a comprehensive examination of the interplay between organizational culture, communication skills, and administrative performance in the unique context of higher education institutions in East Java. The robust structural model results affirm the significance of both organizational culture and communication skills as influential factors in shaping administrative outcomes. The demonstrated relationships offer actionable insights for institutions aiming to enhance their administrative practices. By cultivating a positive organizational culture and investing in communication skills development, higher education institutions can create a conducive environment for administrative excellence. The study's findings contribute empirically grounded knowledge to the field and lay the groundwork for future research endeavors. As institutions navigate the complexities of higher education administration, the insights from this study can inform strategic initiatives aimed at optimizing administrative efficiency and effectiveness.

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