



## **EFFECTIVE STRATEGIES FOR ORGANIZATIONAL CULTURE MANAGEMENT**

**Jihana Lisa<sup>1</sup>, Hayatul Munaawaroh<sup>2</sup>, Erwin Novaldi<sup>3</sup>, Rizki Rudi Sandra<sup>4</sup>,  
Eti Hadiati<sup>5</sup>, Deti Elice<sup>6</sup>**

<sup>1,2,3,4,5,6</sup> Universitas islam negeri raden intan lampung, Indonesia

Email: Etihadiati117@gmail.com <sup>1</sup>, jihanalisa1303@gmail.com <sup>2</sup>,  
hayatulmunawaroh12@gmail.com <sup>3</sup>, erwinnovaldi065@gmail.com <sup>4</sup>,  
rizkirudisandra01@gmail.com <sup>5</sup>, detielice@radenintan.ac.id <sup>6</sup>

### **Abstract:**

This research aims to understand the importance of organizational culture, analyze organizational culture and strategies to support and change culture. The method used is library research, collecting data by finding sources and reconstructing from various sources such as books, journals, and existing research. Organizational culture can have a major impact on organizational performance and success. Organizations with cultures that align with the goals and values of their members tend to create positive and productive environments. Conversely, cultural conflicts or mismatches between an organization's culture and its members' individual values can result in discomfort and lack of optimal performance. Therefore, the understanding and management of organizational culture is critical to the sustainability and success of an organization. Analyzing organizational culture is also a process that aims to understand how values, beliefs, and norms in the organization affect individual behavior and overall performance. This analysis is important to determine whether the organizational culture supports the company's strategic goals or needs to be changed. Changing and supporting organizational culture requires a strategic and sustainable approach, as organizational culture is embedded in long-standing behaviors, norms, and values.

**Keywords:** *Strategy, Effectiveness, Management, Culture, Organization.*

### **INTRODUCTION**

Culture management is one of the crucial elements in organizational management, influencing how individuals, teams and entire identities collaborate harmoniously to achieve common goals. Organizational culture itself reflects the values, norms and behavioral patterns that have been developed and become a guide in daily activities. Deeply understanding organizational culture not only contributes to creating a positive work environment, but also supports the success of business strategies in the long term.

Managing organizational culture requires the right strategy to ensure that core values are implemented consistently and can adapt to change. Cultural management strategies include various initiatives, from instilling a vision and mission, improving communication, developing human resources, to evaluating and continuously improving culture. With the right approach, organizational culture can be a significant driver of increased productivity, innovation and job satisfaction.

The importance of understanding organizational culture and strategic steps to manage, support and change that culture. The main focus is to create

synergy between individual and organizational values, so that a culture that is inclusive, adaptive and oriented towards mutual growth can be realized.

**Main Issues Understanding a strong organizational culture has a crucial role in creating a harmonious work environment. However, several challenges often hinder the creation of the desired culture:** Value Misalignment: Differences between individual and organizational values can lead to internal conflict, reduce motivation, and create a lack of engagement among members. Lack of Cultural Understanding: Often, members of an organization do not have a deep understanding of the existing culture, making it difficult to internalize the desired values and goals. Resistance to Change: Cultural change often encounters resistance, either due to comfort with existing conditions or lack of clarity regarding the direction of the change itself. Lack of Communication: Ineffective communication regarding cultural values can hinder efforts to achieve alignment and engagement. Lack of Inspirational Leaders: Leaders who are not role models in implementing expected cultural values will have difficulty motivating members to support change.

**Strategic Steps to Manage, Support and Change Organizational Culture:**

1. **Analyze and Understand Current Culture:** Conduct a culture audit to identify existing values, behaviors, and perceptions. Find the gap between the current and desired culture.
2. **Strengthening Core Values:** Determine core values that reflect the organization's strategic goals. Communicate these values consistently through training, internal campaigns and discussion forums.
3. **Collaboration in Formulating a New Culture:** Involve employees from various levels to participate in the process of formulating cultural changes, so that they feel ownership and support of the initiative.
4. **Transformational Leadership Development:** Train leaders to be role models in implementing new cultural values. Leaders must actively support and appreciate employee behavior that is in accordance with the expected culture.
5. **Create Systems that Support the New Culture:** Adjust policies, organizational structure, and reward systems to support the desired values. Use measurement tools such as culture surveys or 360-degree feedback to monitor culture implementation.

By following these steps, organizations can create a culture that is in line with individual and organizational values, build synergy, and encourage inclusive and sustainable growth. To determine whether the organizational culture supports or hinders the company's development, conduct an analysis of the existing culture very important.

This analysis helps explore the elements that underlie organizational behavior, such as core values, social structure, and communication patterns. With in-depth analysis, companies can identify the strengths and weaknesses of their culture, and understand whether the existing culture is aligned with the organization's vision and mission.

Islam teaches that there is a need for good planning so that future life will be better, happier and more worthy. The process of planning for the future is very important because we do not understand what will happen tomorrow because Allah knows best what will be done as explained in the following verse:

يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَانْتظِرُوا نَفْسُ مَا قَدَّمْتُمْ لِغَدٍ ۖ وَاتَّقُوا اللَّهَ إِنَّ اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ

Meaning: "O you who believe! Fear Allah and let everyone pay attention to what he has done for tomorrow (the afterlife), and fear Allah. Indeed, Allah is very careful about what you do."

QURAN NU

This verse reminds us to always fear Allah by carrying out His commands and staying away from His prohibitions. Apart from that, we are also encouraged to introspect on the deeds we have done in preparation for tomorrow, namely the afterlife. Awareness of God's supervision over our every action should encourage us to always do good and avoid evil.

Furthermore, if culture change is necessary, strategies to support and change the culture must be implemented systematically. This involves consistent leadership, employee engagement, changes in work processes, clear communication, and rewarding behaviors that support the new culture. With the right strategy, cultural change can be managed effectively to ensure the organization remains adaptive and competitive amidst market dynamics.

## RESEARCH METHODS

This writing method adopts a literature study approach, namely a data collection method carried out through understanding and studying theories from various literature that is relevant to this research. According to Zed (2004), there are four steps in literature study: first, preparing the necessary equipment; second, compiling a working bibliography; third, manage time effectively; and fourth, reading and recording information from various sources, such as books, journals and existing research. For data analysis, we used content analysis and descriptive methods. Library sources obtained from various references will be analyzed critically and in depth, so that they can support the propositions and ideas proposed.

## RESULTS AND DISCUSSION

### Understanding the Importance of Organizational Culture

Organizational culture is the main foundation that shapes identity, behavior and interactions within a company. This culture consists of the values, norms, beliefs and practices that are upheld by the company and adopted by all members of the organization. Organizational culture influences how employees communicate, make decisions, and complete daily work. Understanding the importance of organizational culture is crucial for the long-term success of a company, because a strong and positive culture can have a significant impact on various aspects, such as productivity, innovation, employee engagement and customer satisfaction.

Organizational culture can have a major impact on an organization's performance and success. Organizations with cultures that align with the goals and values of their members tend to create positive and productive environments. Conversely, cultural conflict or a mismatch between organizational culture and the individual values of its members can result in discomfort and a lack of optimal performance. Therefore, understanding and managing organizational culture is important for the sustainability and success of an organization.

Q.S. An-Nahl: 90 is one of the most famous verses because it contains a basic moral message in Islam. This verse reads:

إِنَّ اللَّهَ يَأْمُرُ بِالْعَدْلِ وَالْإِحْسَانِ وَإِيتَاءِ ذِي الْقُرْبَىٰ وَيَنْهَىٰ عَنِ الْفَحْشَاءِ وَالْمُنْكَرِ وَالْبَغْيِ ۗ يَعِظُكُمْ لَعَلَّكُمْ تَتَذَكَّرُونَ

It means:

"Indeed, Allah commands (you) to act justly, do good deeds, and give to your relatives, and Allah forbids evil deeds, evil and enmity. He teaches you so that

you can learn a lesson."

This verse holds three fundamental values that are very important in efforts to build a good culture, both in individual life and in organizations: justice, benevolence, and concern for relatives.

a) Justice (Adl)

God wants His people to always act fairly in every aspect of life. Justice is a fundamental principle in building healthy and harmonious relationships in society and in organizations. In an organizational environment, implementing justice means providing equal rights to all members, avoiding discrimination, and maintaining integrity in every decision making.

b) Virtue (Ihsan)

Apart from justice, this verse also underlines the importance of doing good deeds. Virtue includes various actions that are kind and beneficial to other people, such as empathy, helping, and caring for the welfare of others. In an organizational context, virtue is realized through creating a work environment that supports each other, respects each person's contribution, and strives to achieve the common good.

c) Giving to Relatives

Allah also reminds us of the importance of maintaining relationships with family. In many cultures, including in organizational contexts, this emphasizes solidarity as well as responsibility towards one another. For organizations, this means paying attention to the welfare of each member, maintaining good relationships between colleagues, and helping each other in difficult times.

d) Implications of the Paragraph in Cultural Management

In the realm of cultural management, Q. S. An-Nahl: 90 provides valuable guidance on how to build an organizational culture that is fair, benevolent and caring for each other. These values, when implemented, will create an organizational culture that supports harmonious cooperation, strengthens mutual trust, and encourages better performance. In addition, these principles also contribute to creating a more inclusive and ethical work environment, where every individual feels valued and treated fairly.

Thus, this verse reminds us that cultural change should be built on a foundation of strong moral values. This does not only focus on material benefits, but also pays attention to collective welfare and social justice.

This verse provides a very strong ethical and moral foundation for building a positive culture, both in individual life and in organizations. The principles of justice, benevolence and conflict avoidance are very relevant to creating a work environment that is harmonious, productive and full of blessings.

Organizational culture management is a systematic effort to create, maintain, or change the values, beliefs, and norms that guide individual and group behavior in an organization. A strong organizational culture that is aligned with the vision and strategic goals can increase performance, innovation and employee satisfaction. For this reason, cultural management requires a structured strategy so that the desired changes can be realized effectively.

1) Understand the Current Organizational Culture

The first step in cultural management is to understand the existing cultural conditions. This involves identifying the core values, work norms, and behavior patterns that currently dominate the organization. This analysis can be carried out through employee surveys, interviews and direct observation. A deep understanding of the existing culture helps organizations identify strengths that need to be maintained and weaknesses that become obstacles.

2) Determine the desired culture

After understanding the current culture, the organization needs to define the desired culture, namely a culture that is aligned with the vision, mission and strategic goals. This culture must be designed to support innovation, collaboration, and productivity. For example, if organizations want to become more innovative, values such as the courage to take risks, creativity, and cross-functional collaboration need to be emphasized.

### 3) Implement Strategies to Manage Cultural Change

To achieve the desired culture, organizations must develop and implement targeted strategies, such as:

- a) **Visionary Leadership:** Leaders must be role models by demonstrating behavior that reflects the new cultural values.
- b) **Consistent Communication:** Culture change requires clear, structured, and repeated communication to communicate the reasons, goals, and benefits of the new culture to all employees.
- c) **Training and Development:** Provide relevant training so that employees understand and are able to apply new cultural values in their work.
- d) **Rewards and Sanctions System:** Provides rewards for behavior that supports the new culture and provides feedback or sanctions for behavior that goes against it.
- e) **Evaluate and Improve Processes**

The culture management process should be evaluated periodically to ensure changes are proceeding as planned. Tools such as culture surveys, group discussions, and performance measurements can be used to monitor progress. If obstacles are found, strategies must be adjusted to overcome these challenges.

With the right approach, organizations can create a culture that is positive, supportive, and relevant to business needs, ultimately driving long-term success.

Some reasons why organizational culture is important are:

- a. **Corporate Identity:** Culture provides a unique identity to the company. It differentiates a company from competitors and helps create a clear perception in the minds of employees, business partners, and customers.
- b. **Employee Motivation and Engagement:** A positive organizational culture creates a supportive and collaborative work environment. Employees feel motivated and more engaged in their work if the company's values align with their personal beliefs.
- c. **Consistency in Decision Making:** A strong culture establishes clear guidelines for behavior and decision making at all levels of the organization. This helps create consistency in how the company operates and faces challenges.
- d. **Adaptation and Innovation:** Companies with a culture that supports innovation and creativity adapt more easily to market and technological changes. On the other hand, a culture that is too rigid can hinder a company's ability to innovate.
- e. **Competitiveness:** A strong culture can be a competitive advantage. Companies with a solid culture tend to more easily attract and retain top talent, build customer loyalty, and achieve better results.

Organizational culture characteristics also include a number of elements that shape identity and behavioral patterns within an organization. The following are some general characteristics of organizational culture:

#### 1. Nilai dan Norma-Norma

Organizational culture includes the values that are upheld and the norms that regulate member behavior. These values form the basis of morals and ethics, while norms establish the rules of behavior that are followed. A successful organizational culture ensures that the values espoused are consistent with the organization's goals and mission. These values become the moral compass that guides members' actions, while norms provide a structure for interaction and cooperation

#### 2. Communication and Symbolism

Organizational culture influences the way of communication within it and is represented by certain symbols and symbolism. Effective communication and strong symbolism help strengthen shared identity and understanding among members. Effective communication supports clarity of the organization's vision and mission and strengthens employee engagement. Symbolism, such as logos or special rituals, provides a visual identity that reinforces unity and provides deep meaning related to an organization's culture.

#### 3. Attitude and Work Ethic.

Organizational culture shapes attitudes and work ethics which are reflected

in the approach to tasks and responsibilities. This work ethic influences the way members approach work and achieve goals. The attitudes and work ethic instilled by organizational culture create an environment where employees feel involved and enthusiastic in achieving common goals. This work ethic can create a proactive and productive work culture.

#### Decision Making and Openness to Diversity

Characteristics of organizational culture include the way decisions are made, which can range from participative to authoritarian. Additionally, a culture that is open to diversity creates an inclusive environment that accepts differences. The way decisions are made reflects the dynamics of power and participation within the organization. A culture open to diversity creates space for multiple perspectives and increases innovation through exploring ideas from various backgrounds.

### **Analyzing Organizational Culture**

Analyzing organizational culture is an important step to understanding the values, beliefs, and norms that shape collective behavior within an organization. This process begins by identifying the main elements of organizational culture, such as vision, mission, core values, and adopted policies. In addition, it is important to assess how these values are implemented in daily practice, both through formal policies and informal habits. Leaders can use interviews, surveys, or observations to gain an in-depth look at employee perceptions of organizational culture.

Once the culture elements are identified, the next step is to evaluate the suitability of the culture to the organization's strategic goals. A culture that is aligned with strategic goals will strengthen performance and support organizational success. Conversely, if there is a mismatch, this can hamper productivity, reduce employee engagement, or create internal conflict. In this analysis, it is important to identify cultural strengths that must be maintained as well as weaknesses that need to be addressed to support change.

The final step is to develop recommendations based on the results of the analysis. These recommendations should include strategies to strengthen positive elements in the organization's culture and address aspects that are barriers. For example, if it is found that interdivisional communication is less effective, the organization can introduce new communication mechanisms or training to improve communication skills. By analyzing culture comprehensively, organizations can create a more harmonious work environment and support the achievement of long-term goals.

Analyzing organizational culture is the process of assessing and understanding the values, norms, behavior and interaction patterns that apply within a company. This analysis is very important because organizational culture influences a company's performance, innovation, employee engagement, and long-term success. By conducting in-depth analysis, companies can determine whether their existing culture supports their strategic goals or needs to be changed to create a more productive and adaptive environment. The following are the steps and elements that can be analyzed in organizational culture:

#### a. Identify Core Values

Every organization has core values that guide behavior and decisions. Cultural analysis begins by identifying these values and seeing how they are implemented in practice. These values could be innovation, quality, teamwork, or customer focus. This analysis will help determine whether these values are actually being implemented or are just slogans.

#### b. Observation of Behavior and Social Norms

After identifying core values, the next step is to observe the behavior and social norms that apply in the company. These norms include how employees interact, how decisions are made, and how conflicts are resolved. These observations can reveal whether daily behavior is consistent with professed values.

- c. **Organizational Structure and Leadership Style**  
Organizational culture is greatly influenced by organizational structure and leadership style. Does the organization have a hierarchical or flat structure? Does the leader support openness and innovation or is he more authoritarian? The leadership style applied will have a major impact on how organizational culture is formed and implemented (Ridwan, Muhammad 2016).
- d. **Internal Communications**  
The way internal communication occurs in an organization is also an important part of culture. Does information flow openly or are there silos between departments? Organizations with a healthy communication culture tend to be more collaborative, adaptive, and innovative. Conversely, poor communication can create miscommunication, demotivation, and internal conflict.
- e. **Employee Engagement and Satisfaction**  
Organizational culture analysis can also be carried out by measuring the level of employee involvement and satisfaction. Employee satisfaction surveys, interviews, and group discussions can provide insight into how employees feel related to the organization's culture.
- f. **Awards and Recognition**  
Reward and recognition systems also reflect the culture of the organization. Does the company value innovation, teamwork, or individual achievement? This system can encourage employees to act in accordance with organizational values. If rewards are inconsistent with the desired culture, this can create dissonance between company expectations and employee behavior.

Analyzing organizational culture involves an in-depth assessment of various aspects such as values, behavior, communication, leadership, and employee engagement. By understanding the organization's culture as a whole, employees can identify the strengths and weaknesses of the existing culture, and take appropriate steps to improve or change it according to strategic goals and future needs.

### **Strategies To Support And Change Culture**

Changing organizational culture requires a strategic and sustainable approach. The first step is to create a clear vision and define the core values you want to achieve. This vision must be relevant to the organization's goals and able to inspire all team members. Leaders have an important role in conveying this vision consistently through transparent communication, using real examples, and reinforcing behavior that is in line with the new culture. Without commitment from top leadership, cultural change will be difficult to realize.

The second step is to empower employees through training, development and rewards. Employees need to feel involved in the change process, so they can understand the importance of the new culture for the organization. Providing them with opportunities to participate in decision making and provide input will increase their sense of ownership of the transformation process. Additionally, rewarding behavior that fits the new culture can be a significant driver of change.

Finally, it is important to monitor and evaluate progress in culture change. Establishing a dedicated team to oversee implementation, measure results, and identify bottlenecks is an important step to ensure the process goes according to plan. This evaluation also allows the organization to make strategy adjustments according to emerging needs in the field. With commitment, consistency, and a flexible approach, organizations can create a culture that supports growth and innovation.

In the Qur'an, there are a number of values and principles that are very relevant to supporting and changing culture, both in the context of individual and organizational life. These principles provide a strong moral and ethical foundation, which is essential for creating a positive, kindness-oriented culture. The following are several verses that describe strategies for supporting and changing this culture:

"Indeed, Allah will not change the condition of a people until they change the condition of themselves."  
(Q. S. Ar-Ra'd: 11)

This verse emphasizes the importance of self-transformation as the first step to changing culture. In an organizational context, it is important for them to provide relevant education and training, so that each individual can increase awareness and work towards change for the better.

Managing and changing organizational culture is a complex process, as it involves fundamental changes in the values, beliefs and behaviors that have been embedded in the organization. However, with the right approach, cultural changes can be made to support the company's vision, mission and strategic goals (Mulianingsih, S. 2020). The following are strategies that can be implemented to support and change organizational culture:

a) Strong and Consistent Leadership.

Clear and strong leadership is a key factor in supporting and changing organizational culture. Company leaders must be consistent role models in implementing the desired cultural values. Example: If a culture of innovation is to be strengthened, leaders must encourage experimentation, not fear failure, and reward creative initiatives.

b) Employee Engagement

A strong organizational culture is built from the active involvement of all employees. To support or change culture, it is critical to involve employees in the process. If employees feel heard and contributing to change, they will be more motivated to support cultural transformation. Example: Hold a brainstorming session across departments to understand what they consider to be the strengths and challenges of the current culture.

c) Clear and Transparent Communication

Cultural change must be accompanied by clear, continuous and transparent communication. Employees must understand the reasons behind the change, the expected positive impact, and how the change will affect their daily work. Use various communication channels such as email, town hall meetings, internal newsletters, and group discussions to convey messages of culture change. Example: The CEO can hold an open "question and answer" session to explain the new culture vision and address employee concerns directly.

d) Awards and Recognition

To strengthen the desired culture, companies must consistently reward and recognize employees who behave in accordance with the new values. A reward system that is aligned with the culture you want to develop is very important in motivating behavior change. Create a formal reward system that recognizes employees or teams who demonstrate behavior that aligns with the new culture. Example: If a company wants to strengthen a culture of collaboration, reward teams that work together effectively to complete projects.

e) Employee Training and Development

Employee training and development is critical in supporting cultural change, especially when new skills and knowledge are needed to support new values. The training program should include an explanation of the new culture, the organization's values, as well as the skills needed to work in that cultural context. Provide values-based training that teaches specific skills relevant to the new culture, such as collaboration, innovation, or leadership training. Example: If the company's new focus is innovation, training related to design thinking can be provided to all employees.

f) Recruitment Based on Cultural Values

Recruitment plays an important role in shaping and supporting organizational culture. Companies must ensure that the employees they recruit have values that are in line with the culture they want to develop (Dandu, Sudirman. 2019). Culturally appropriate hiring can reinforce values and accelerate adoption of change. Integrate the organization's cultural values into



the selection and interview process, seeking candidates who demonstrate a commitment to these values. Example: If the company prioritizes innovation, make sure the selection process assesses the candidate's ability to think creatively and face challenges.

g) Building a Change Team (Change Agents)

Change teams consisting of informal leaders or influential employees can become "change agents" who help spread new cultural values throughout the organization (Enadarlita, 2022). They can be a model for implementing change and encouraging other employees to follow. Form a change team from various levels and departments to ensure that the new culture spreads evenly throughout the organization (Purwanto, & Hasim, 2023). Example: Identify influential employees in each department and train them to lead culture change initiatives on their teams.

h) Focus on Employee Welfare

Successful culture change often depends on employee well-being. If employees feel valued and supported, they will more easily accept and implement cultural changes. Therefore, companies need to ensure that employee welfare is a priority. Provide mental health support programs, flexibility in work hours, and balance between work and personal life. Example: If the new culture emphasizes collaboration, the company can offer comfortable work spaces and facilities that support interaction between teams.

i) Continuous Evaluation and Feedback

After implementing a culture change strategy, it is important to regularly evaluate the results and receive feedback from employees. This evaluation can help identify areas that need improvement and measure the extent to which cultural changes have been successfully implemented. Conduct regular employee surveys, hold group discussions, or individual interviews to gauge the extent to which culture changes are being accepted and implemented. Example: Using employee engagement surveys to monitor whether culture changes have increased engagement and motivation levels.

Changing organizational culture requires time and a systematic strategy. With strong leadership, employee engagement, effective communication, and adjustments in systems and processes, companies can successfully support or change organizational culture to support strategic goals. These strategies will help create a work environment that is healthier, more productive and oriented towards the desired values.

### **Evaluate and Improve Processes**

Evaluation is a crucial stage for evaluating how well an activity or program is running according to the set targets. In an organization, evaluation is carried out to determine the strengths, weaknesses, opportunities and threats that influence the success of an activity. Effective evaluation involves gathering relevant information through various methods such as surveys, interviews, or performance analysis. This way, organizations can get a clear picture of how effective and efficient the ongoing processes are.

After the evaluation process is complete, the next step is to make improvements based on the analysis that has been carried out. This improvement process can involve changing policies, simplifying procedures, or adding resources to support the implementation of activities. At this stage, it is very important to involve interested parties, including employees, so that the changes made can be accepted and implemented well. In addition, organizations need to set priorities for improvement to focus on those that have the most significant impact on strategic goals.

Process improvement should be considered as part of a continuous cycle in management. Organizations must continue to monitor the results of improvements that have been made to ensure that these changes provide positive results. If there are still deficiencies, the evaluation and improvement cycle should be repeated until the desired results can be achieved. With this approach, organizations can improve operational efficiency, employee satisfaction, and achieve goals in a sustainable manner. Material on Evaluating and Improving Processes can be divided into several main parts as follows:

1. The Importance of Evaluation in the Process

Evaluation is an important step to ensure that a process or program operates according to predetermined goals. Evaluation allows an organization to discover what is working well (strengths) and what needs to be improved (weaknesses). By carrying out regular evaluations, organizations can find out the factors that cause success or failure, so they can take strategic action to maintain positive aspects and improve those that are less effective.

2. 2. Stages in Improving the Process

a) Analysis of Evaluation Results

The first step to improve the process is to conduct an analysis of the evaluation results. Data collected from evaluations, such as questionnaires, interviews, or performance reports, need to be processed to identify the underlying cause of the problem. For example, if a decline in productivity is found, this analysis helps determine whether the contributing factor is a lack of training, ineffective procedures, or a lack of employee enthusiasm. Detailed analysis allows organizations to focus on aspects that need improvement.

b) Improvement Planning

Once the main cause is known, the next step is to design a solution or improvement strategy. This process includes determining priorities, dividing tasks, and setting a schedule for implementing improvements. At this stage, the organization must involve relevant stakeholders so that the planned solution can be accepted and run effectively. Improvement plans must also be practical, measurable, and aligned with the organization's strategic goals.

c). Implementation of Improvements

The implementation stage is when the organization begins to implement the improvement plan. This process requires good coordination between teams, clear communication, and supervision to ensure that each step is carried out according to plan. During implementation, it is important to provide sufficient resources, both in the form of budget, time and training for employees. Successful implementation is highly dependent on support from management and active participation from all parties involved.

3. 3. Monitoring and Continuous Cycle

a. Results Monitoring (Monitoring)

Monitoring is the process of monitoring and assessing the impact of improvements that have been implemented. This step is important to ensure that the changes made produce positive effects in accordance with the expected goals. Monitoring involves the ongoing collection of data, such as performance reports, employee feedback, or statistical analysis. Through monitoring, organizations can detect if new problems arise or if improvements are not working as they should. Thus, monitoring helps organizations remain responsive to change and maintain process quality.

b. Continuous Cycle

A continuous cycle in process improvement is a continuous approach to evaluating, improving, and monitoring results. This process is known as Continuous Improvement or Kaizen in the world of modern management. This cycle involves repeating the steps of evaluation, analysis, planning, implementation, and monitoring to achieve optimal results. This approach allows organizations to remain relevant amidst rapidly changing business and technological environments.

c. Final Goal: Continuous Improvement

With continuous monitoring and cycles, organizations can ensure that their processes are always aligned with strategic goals and stakeholder needs. This approach not only improves operational efficiency but also creates an adaptive and innovative organizational culture. The end result is the organization's ability to survive competition, increase customer satisfaction, and create added value consistently.

By integrating monitoring and continuous cycles, organizations can create systems that are flexible, responsive, and oriented towards long-term results.

### **Islamic Principles in Cultural Management**

Cultural management in Islam is based on the values established by the Shari'a, such as justice, honesty, deliberation and responsibility. The principle of justice, stated in Q. S. An-Nahl: 90, requires every individual in the organization to act fairly in all actions and decisions taken. Fairness not only creates a harmonious work environment, but also builds trust between organizational members. This value is very crucial in forming an organizational culture that is inclusive and oriented towards blessings.

The principle of deliberation (syura) also plays an important role in cultural management. In Q. S. Ash-Shura: 38, the Qur'an emphasizes the importance of making decisions through deliberation to reach a fair and good agreement. In an organizational context, deliberation encourages the participation of all parties in the decision-making process, thereby strengthening the sense of ownership of the organization's vision and mission. In this way, a work culture can be developed collectively and in line with Islamic values.

Apart from that, Islam really emphasizes the importance of trust and honesty in every aspect of life, including cultural management. Trust means carrying out one's duties with full responsibility and integrity. By implementing these values, organizations can create a work culture that focuses on achieving the best performance. Honesty also strengthens relationships between members and encourages transparency in the implementation of activities. By implementing these principles, cultural management in organizations can create an environment that is productive, harmonious and full of blessings from Allah SWT.

### **Honesty and justice**

Honesty is one of the main pillars in building a strong organizational culture. Honesty reflects the integrity of each individual in carrying out tasks, communicating and interacting with colleagues. In Islamic teachings, honesty is highly emphasized, as stated in Q. S. Al-Ahzab: 70, which invites people to always tell the truth. In an organizational context, honesty plays an important role in creating trust, both between leaders and employees and between fellow employees. This trust is a crucial foundation for creating a transparent, collaborative and productive work environment.

Meanwhile, justice is a principle that ensures that every individual is treated equally without discrimination. In Q. S. An-Nahl: 90, Allah commands His people to act fairly, do good, and help those in need. In an organizational context, justice means providing equal opportunities for all members to develop, respecting each individual's contribution proportionally, and implementing policies that are fair and impartial. Fairness creates an inclusive work environment, so that all members feel valued and motivated to give their best.

By making honesty and fairness core values, an organizational culture can be formed on strong ethical principles. These values not only increase harmony and trust within the organization, but also help build a good reputation in the eyes of stakeholders. More than that, a culture based on honesty and justice ensures that every decision taken leads to truth and goodness, and brings blessings to every organizational activity. These are the core values in creating an organizational culture based on ethics. In the decision making process.

### **Deliberation (shura)**

is one of the fundamental principles in Islam which emphasizes the importance of collective decision making through discussion and consultation. This principle is enshrined in Q. S. Ash-Shura: 38, which emphasizes that the affairs of the people should be resolved through deliberation. In an organizational context, deliberation is a crucial

mechanism for involving all interested parties in the decision-making process. In this way, each individual feels heard and appreciated, so that there is a sense of ownership of decisions taken together.

Deliberation ensures that a variety of points of view can be considered before a final decision is made. This is very important to prevent unilateral or unfair decisions. With a deliberation process, organizations can gather a variety of information and ideas, which ultimately results in more mature and comprehensive solutions. This process also contributes to increased transparency and reduced potential for conflict, as each party feels they have participated and understand the reasons behind the decision.

Apart from its practical benefits, deliberation reflects Islamic moral values such as mutual respect, cooperation and justice. Deliberation helps build trust and strengthen relationships between organizational members. By applying this principle, organizations can not only achieve quality decisions, but also create an inclusive and harmonious culture, where every individual is given the opportunity to play an active role in achieving common goals, it is important that all parties involved can contribute.

### **Verses from the Qur'an Concerning Cultural Change**

such as Q. S. Ar-Ra'd: 11 and Q. S. An-Nahl: 90, provide valuable guidelines for carrying out cultural transformation: The Qur'an provides various relevant guidelines for cultural change, both in individual and organizational life. Two verses that are often used as references regarding cultural transformation are Q. S. Ar-Ra'd: 11 and Q. S. An-Nahl: 90. These verses offer basic principles that can be applied in the process of cultural change, both personally and collectively.

Q. S. Ar-Ra'd: 11 states, "Indeed, Allah will not change the condition of a people until they change the condition of themselves." This verse emphasizes that cultural change begins with the individuals in the group. Cultural transformation requires self-awareness, active effort, and commitment to changing thought patterns, attitudes, and behavior. In an organizational context, this means that cultural change must involve every member, starting from changing their internal self so that it is in line with the vision and mission to be achieved.

On the other hand, Q. S. An-Nahl: 90 contains the message, "Indeed, Allah commands (you) to act justly, do good deeds, and give to your relatives. . . ." This verse provides guidance regarding universal values that should be the basis for cultural transformation. Justice, kindness and caring are important elements for creating a harmonious and productive culture. In an organizational context, these values can be implemented through fair policies, leadership with integrity, and attention to the welfare of each member.

These two verses teach that cultural transformation requires harmonization between human efforts and solid moral principles. By following these guidelines, the process of cultural change will not only produce a better environment, but also bring blessings and long-term benefits.

## **CONCLUSION**

Organizational culture is a fundamental element that influences all aspects of a company's operations, from employee behavior to achieving strategic goals. Understanding the importance of organizational culture is crucial, because a strong and positive culture can increase employee performance, motivation, innovation and satisfaction. Conversely, a weak or negative culture can hinder productivity, create dissatisfaction, and slow company growth.

In analyzing organizational culture, companies must systematically evaluate core values, norms, habits, leadership styles, and existing organizational structures. This analysis helps identify gaps between the current culture and the desired culture, as well as understand the elements that need to

be improved or strengthened.

To support and change organizational culture, a planned and consistent strategy is needed. Some of the main strategies include exemplary leadership, active involvement of employees in the change process, transparent communication, rewards that are aligned with new values, relevant training, and adjustments to the organizational structure if necessary. Cultural change must be carried out gradually and accompanied by ongoing evaluation and feedback.

Evaluation and continuous improvement are crucial aspects in managing organizational culture. By monitoring the results of implementation and adjusting strategies according to needs, organizations can face dynamic challenges and maintain the relevance of their cultural values. An approach that involves the participation of all stakeholders also ensures that cultural changes are well received and implemented consistently.

Overall, building and changing organizational culture requires long-term commitment from all elements of the company, especially leadership. With a strong and positive culture, organizations can achieve harmony between vision, mission and strategic goals, and create a more productive, innovative and sustainable work environment.

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