

## Ideal Islamic Educational Organizational Culture

**Jaudi**

Universitas Islam Internasional Darullughah Wadda'wah Pasuruan

jaudipontianak@gmail.com

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### Abstract

Organizational culture plays a significant role in success, especially in Islamic education, where integration of shared values and adaptation to external changes are challenges. Organizational culture also influences individual and group performance assessments. This study aims to examine how leaders can build shared meaning that strengthens organizational culture and explains the effective socialization process for members in facing rapid change. The method used is a qualitative approach with a literature study model, where data is collected from various relevant literature and documents on organizational culture and analyzed using content analysis techniques to identify emerging themes and patterns. The results of the study indicate that a strong organizational culture is closely related to effective leadership and the importance of the socialization process in shaping organizational identity. There is a dynamic interaction between togetherness and adaptation in overcoming internal and external challenges. This study provides an understanding of organizational culture, especially in the context of Islamic education, and provides a more comprehensive framework for management in facing change and increasing organizational effectiveness.

**Keywords:** *Organizational Culture, Islamic Education, Leadership, Socialization, Adaptation*

### Abstrak

Budaya organisasi berperan penting dalam keberhasilan, terutama dalam pendidikan Islam, di mana integrasi nilai bersama dan adaptasi terhadap perubahan eksternal merupakan tantangan. Budaya organisasi juga memengaruhi penilaian kinerja individu dan kelompok. Penelitian ini bertujuan untuk mengkaji bagaimana pemimpin dapat membangun makna bersama yang memperkuat kultur organisasi serta menjelaskan proses sosialisasi yang efektif bagi anggota dalam menghadapi perubahan cepat. Metode yang digunakan adalah pendekatan kualitatif dengan model studi pustaka, di mana data dikumpulkan dari berbagai literatur dan dokumen relevan mengenai budaya organisasi dan dianalisis menggunakan teknik analisis konten untuk mengidentifikasi tema dan pola yang muncul. Hasil penelitian menunjukkan bahwa budaya organisasi yang kuat berkaitan erat dengan kepemimpinan yang efektif serta pentingnya proses sosialisasi dalam membentuk identitas organisasi. Terdapat interaksi dinamis antara kebersamaan dan adaptasi dalam mengatasi tantangan internal dan eksternal. Penelitian ini memberikan pemahaman mengenai budaya organisasi, khususnya dalam konteks pendidikan Islam, serta menyediakan kerangka kerja yang lebih komprehensif untuk manajemen dalam menghadapi perubahan dan meningkatkan efektivitas organisasi.

**Kata Kunci:** *Budaya Organisasi, Pendidikan Islam, Kepemimpinan, Sosialisasi, Adaptasi*

## INTRODUCTION

Humans are organizational creatures who always gather, work, and strive to achieve organizational goals together. And it is not uncommon to hear what is called a performance appraisal. Performance appraisal includes work performance and how to work. This is a human task because by working, someone will get the results. Employees who are maximal in working and doing all activities in accordance with the standards determined together will get the results. In working in groups or organizations, it requires each individual to follow a common pattern; with participation in a common pattern, the achievement of organizational goals can be realized more effectively and efficiently. In realizing a pattern of togetherness is certainly not easy; it requires the togetherness of all members of the organization to follow a system of shared meaning that is adopted, believed, and conveyed by all members of the organization as a way to achieve organizational goals.<sup>1</sup>

The meaning of togetherness built by the leader with the team becomes a guide for organizational citizens in perceiving what is right and what is not right in the organization in facing internal integration and in facing external adaptation. Managing organizational culture will face challenges both externally from competitors, users, or even suppliers. Challenges from internal parties, namely stakeholders and investors. Because what organizational culture does is provide strength in the organization, in other words, internal integration, in facing challenges outside itself, namely through external adaptation. In an organization is a collection of a group of people who act not like machines but are a unity of several individuals who have different goals as individuals and have the same goals in the organization. In addition, with a good understanding of the organizational culture of an institution, it will facilitate the process of coordinating and controlling organizational performance or individual performance effectively and efficiently.<sup>2</sup>

Previous research on organizational culture has shown that a strong culture contributes to improved organizational performance and effectiveness. Several studies have identified a positive relationship between organizational values and employee job satisfaction and engagement. These studies include

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<sup>1</sup> D Djuriati, "Pengaruh Kepemimpinan Visioner, Organisasi Pembelajar Dan Perilaku Inovatif Terhadap Kinerja Karyawan Pusat Pengembangan Dan Pemberdayaan Pendidik Dan Tenaga Kependidikan Bisnis Dan Pariwisata Kementerian Pendidikan Dan Kebudayaan Republik Indonesia" (Skripsi, Lampung, Universitas Islam Negeri Raden Intan, 2018).

<sup>2</sup> Ade Onny Siagian et al., *Leadership Di Era Digital* (Solok: Insan Cendekia Mandiri, 2021).

research conducted by Siti and Fitri,<sup>3</sup> Tahir et al.,<sup>4</sup> Susilowatik et al.,<sup>5</sup> Sulistio and Haryanti,<sup>6</sup> Wahyudi et al.,<sup>7</sup> and Prasetyo et al.<sup>8</sup> Although many studies have explored this aspect, there is still a lack of integration of the concept of togetherness built by leaders with organizational adaptation to changing environments. Many studies focus more on individual analysis than group dynamics, so that the understanding of how organizational culture can function as a tool to deal with external and internal challenges is still limited.

This study will explore how leaders can create shared meaning that strengthens organizational culture, as well as provide guidance for members in adapting to external changes. By focusing on the dynamic interaction between togetherness and adaptation, this study is expected to provide new contributions to the theoretical and practical understanding of organizational culture, as well as provide a more comprehensive framework for management in anticipating rapid change.

## RESEARCH METHOD

This study uses a qualitative approach with a literature study model, designed to investigate organizational culture in the context of Islamic education. Data collection techniques are carried out through literature studies, where various sources of literature, articles, and relevant documents are analyzed to obtain in-depth information on the theme being studied. These sources are selected based on their relevance and credibility to ensure that the data obtained reflects an accurate picture of organizational culture. Data analysis is carried out using content analysis techniques, which aim to identify key themes and patterns that emerge from the literature, thus providing a more comprehensive understanding of the influence of organizational culture on educational practices and performance. Thus, this study contributes to knowledge about the role of

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<sup>3</sup> Maysarah Nur Siti and Hayati Fitri, "Membangun Dan Membina Budaya Organisasi Di Lembaga Pendidikan Islam," *Journal of Educational Management Research* 1, no. 2 (December 26, 2022): 113–21, <https://doi.org/10.61987/jemr.v1i2.37>.

<sup>4</sup> Tarmizi Tahir, Nasrudin Harahap, and Nurul Hidayati Murtafiah, "Peran Budaya Organisasi Pada Lembaga Pendidikan Islam," *Journal on Education* 5, no. 4 (June 5, 2023): 17156–63, <https://doi.org/10.31004/joe.v5i4.4085>.

<sup>5</sup> Susilowatik Susilowatik, Zainuddin Syarif, and Ahmad Qasim, "Membangun Budaya Organisasi Dalam Pendidikan Islam Di Pesantren," *Adaara: Jurnal Manajemen Pendidikan Islam* 14, no. 2 (September 23, 2024): 142–52, <https://doi.org/10.30863/ajmpi.v14i2.2907>.

<sup>6</sup> Andi Sulistio and Nik Haryanti, "Pengaruh Motivasi, Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Pendidik Di YPI (Yayasan Pendidikan Islam) Roudlotul Ulum Jatirejo," *Jurnal Pendidikan Tambusai* 6, no. 1 (April 6, 2022): 4171–89, <https://doi.org/10.31004/jptam.v6i1.3520>.

<sup>7</sup> Imam Wahyudi et al., "Budaya Organisasi Dan Sistem Pengendalian Manajemen Pada Perguruan Tinggi," *Kabillah: Journal of Social Community* 6, no. 2 (December 31, 2021): 126–40, <https://doi.org/10.35127/kabillah.v6i2.146>.

<sup>8</sup> Muhammad Anggung Manumanoso Prasetyo, Agus Salim Salabi, and Akhmad Muadin, "Mengelola Efektivitas Organisasi Pesantren: Model Kesesuaian Budaya Organisasi," *FENOMENA* 13, no. 01 (June 1, 2021): 41–62, <https://doi.org/10.21093/fj.v13i01.3245>.

culture in improving the effectiveness of educational organizations.

## RESULT AND DISCUSSIONS

### Strong Organizational Culture

Organizational culture is essentially managing a group, in this case an organization. In building a strong organizational culture, the role and support of a group involving a leader are needed. So that with the habit of leaders who provide problem-solving from the problems they face, it is repeated and justified. And indirectly the leader has built an organizational culture in the group. According to Schein, organizational pioneers have a great influence in the process of creating organizational culture. There are several stages that occur in the creation of organizational culture, namely: (a) Organizational pioneers have their own beliefs. (b) Organizational pioneers bring their beliefs to one or more people and form a core group. This core group shares a vision and believes in risk. (c) The core group begins its activities in the organization. (d) Recruitment of other members into the organization.<sup>9</sup>

Meanwhile, according to Robbins and Judge, the process of creating culture occurs in three ways, namely: (a) Organizational pioneers have their own beliefs and only recruit and retain members who think and feel the same way as they do. (b) They indoctrinate and socialize their way of thinking and behaving to other members. (c) Organizational pioneers act as role models who encourage their members to identify themselves, internalize the beliefs, values, and assumptions of the founders.<sup>10</sup>

From this opinion, it can be understood that the role of a leader is important in building a strong organizational culture. How strong the organizational culture of a group is depends on how strong the leader socializes his beliefs in providing alternative answers to organizational problems.

Daft provides themes related to how leaders shape culture and ethics, namely: (a) Values-based leadership, organizational values are developed and strengthened through this method, namely the relationship between leaders and followers based on shared values, strongly internalized, and all of that becomes the rule and is carried out by leaders. (b) Formal Structure and Systems: Among the systems in question is structure; a manager can give responsibility for ethical values to certain positions. Disclosure mechanisms and direct reports are important for employees to voice their focus on ethical practices. The Code of Ethics is a formal statement of company values that focuses on ethics and social

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<sup>9</sup> Hendra Wahyudin, "Budaya Organisasi," *Multiverse: Open Multidisciplinary Journal* 1, no. 3 (2022), <https://doi.org/10.57251/multiverse.v1i3.716>.

<sup>10</sup> Moch Zainuddin and Addinin Nasikhah, "Peran Budaya Organisasi Dalam Meningkatkan Kinerja Karyawan (Studi Kasus Pada Laznas Nurul Hayat Kediri)," *Istithmar* 4, no. 2 (December 1, 2020), <https://doi.org/10.30762/istithmar.v4i2.8>.

responsibility. This is an explanation for employees about where the company acts and stands; it is also an expectation of employee conditions. Training Programs: To ensure that ethical matters have become a focus in every decision made, the company can provide additional written codes of ethics to employees during training programs.<sup>11</sup>

Based on the various explanations, it can be understood that organizational culture is closely related to leaders. Directly or indirectly, leaders provide reinforcements on what employees should do, and what employees should leave. In managing daily culture, Tushman and O'Reilly as mentioned by Kusdi, show four ways, namely through the formation of commitment, the use of symbols, creating rewards (rewards and recognition), and through social control.<sup>12</sup>

**Table 1. Ways to Form Organizational Culture**

How to Manage	Steps Taken
1. Shaping culture through participation and commitment (shaping culture thorough participation and commitment)	a. Forming commitment through respect for freedom (commitment through choice) b. Forming commitment through examples of real things (commitment through visibility) c. Forming commitment through definite plans (commitment through irrevocability)
2. Shaping culture through symbolic actions (shaping culture through symbolic actions)	a. Management of everyday behavior (management as mundane behavior) b. Managing language and symbolic actions
3. Shaping culture through reward and recognition	Change the culture by rewarding and recognizing behavior that is consistent with new values.
4. Building social control (building comprehensive system for social control)	Changing the culture by building a social control system against inappropriate behavior.

From the table it can be understood that to manage organizational culture requires a joint commitment of organizational citizens to appreciate every individual action in the organization, in addition symbolic actions should also be

<sup>11</sup> Linda Susanti, "The Influence of Transformational Leadership and Organizational Culture on Workplace Learning and Innovative Work Behavior of Employees at the Development Planning and Regional Development Research Agency of East Barito Regency," *KINDAI* 19, no. 1 (April 8, 2023): 109–21, <https://doi.org/10.35972/kindai.v19i1.952>.

<sup>12</sup> Banu Armansyah and Eddy Kusponco, "Evaluasi Budaya Organisasi Dalam Mewujudkan Visi Rumah Sakit Jantung Dan Pembuluh Darah Harapan Kita," *Jurnal Sumber Daya Aparatur*, December 21, 2022, <https://jurnal.stialan.ac.id/index.php/JSDA/article/view/543>.

a concern, and this should be something habitual or customary. The reward and recognition system, as well as social control have a high frequency and can be done in everyday life.

### **The Role of Organizational Culture**

As stated by Achmad Sobirin, the functions of organizational culture are as follows: (a) Culture as a differentiator from other organizations, (b) Culture as a shaper of self-identity, (c) Culture as an organizational glue, (d) Culture as a control tool, (e) Culture as a liability. According to Daft, organizational culture serves two functions in an organization: namely, first, to integrate members of the organization so that they know how to establish relationships with each other (internal integration); second, to help an organization in facing the external environment.<sup>13</sup>

According to Robbins, successful organizations also look for internal fit. That is, their culture is matched to their technology. Routine technology provides stability and works best when associated with a culture that emphasizes centralized decision making and limits individual initiative. Nonroutine technology, on the other hand, requires adaptability and is best matched with a culture that encourages individual initiative and minimizes control.<sup>14</sup>

Robbins states that the functions of organizational culture are: First, culture has a differentiating role, meaning that work culture creates a clear distinction between one organization and another. Second, organizational culture brings a sense of identity to members of the organization. Third, organizational culture facilitates the growth of commitment to something broader than individual self-interest. Fourth, organizational culture increases the stability of the social system.<sup>15</sup>

Meanwhile, Husaini Usman stated that the role of organizational culture is: (1) as an organizational identity, which differentiates one organization from another. (2) The glue that unites all members of the organization in multicultural life, also preventing conflicts in living in society, nation, and state. (3) A means of achieving organizational goals effectively and efficiently because of the similarity of thoughts, opinions, movements, and steps. (4) Improving conducive organizational climate conditions. (5) Improving the quality of organizational products. (6) Explaining the dynamics of culture in the organization. (7)

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<sup>13</sup> Anggada Abim Pramudya et al., "Implementasi Budaya Kerja Dan Gaya Kepemimpinan Terhadap Peningkatan Kinerja Karyawan," *Sammajiva: Jurnal Penelitian Bisnis Dan Manajemen* 1, no. 4 (October 12, 2023): 24-40, <https://doi.org/10.47861/sammajiva.v1i4.505>.

<sup>14</sup> Abdul Haris Tamalene and Masila Rumadaul, "Analisis Pengaruh Budaya Organisasi Dan Kepemimpinan Terhadap Kinerja Karyawan (Studi Pada Karyawan PT. Radar Ambon)," *Jurnal Administrasi Terapan* 3, no. 1 (March 31, 2024): 197-217, <https://doi.org/10.31959/jat.v3i1.2544>.

<sup>15</sup> Andi Asdani, "Pengaruh Leader Member Exchange (LMX) Dan Budaya Organisasi Terhadap Kinerja Manajerial (Studi Pada Politeknik Negeri Malang)," *Akuntansi Bisnis & Manajemen (ABM)* 26, no. 1 (2019): 56-78, <https://doi.org/10.35606/jabm.v26i1.394>.

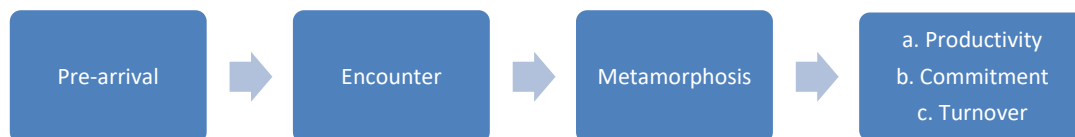
Understanding new science and technology that influence and are influenced by the organization. (8) Understanding cultural resistance to changes that occur, such as organizational learning and organizational change.<sup>16</sup>

Having a good organizational culture will produce a good organizational mind. This good organizational mind then produces good values. This condition will certainly be realized in various good actions as well.

### **Socialization of Organizational Culture**

In principle, new employees are not immediately indoctrinated into the existing organizational culture. Perhaps most importantly, because they are the least familiar with the organization's culture, new employees are the ones most likely to disrupt existing beliefs and customs. Therefore, the organization wants to help new employees adjust to its culture. This is called socialization.

Robbins and Judge stated that the socialization process can be done through three stages, namely the prearrival stage, encounter stage, and metamorphosis stage. The prearrival stage is a period of learning in the socialization process that is carried out before new employees join the organization. The encounter stage is a stage in the socialization process where new employees see what is liked in the organization and face the possibility of different expectations and realities. And the metamorphosis stage is a stage in the socialization process where new employees change and organize their work, work groups, and organizations.<sup>17</sup>



**Figure 1. Cultural Socialization Process**

The process of socializing organizational culture as expressed by Luthans can be done as follows: (a) Selection of prospective company employees. (b) Placing employees in a particular job. (c) Deepening the field of work. (d) Performance assessment and awarding. (e) Instilling loyalty to the values held by the organization. (f) Expanding stories and news about various things related to organizational culture. (g) Recognition of performance and promotion.<sup>18</sup>

Socialization is an important process in creating organizational culture.

<sup>16</sup> Sriwaty Djaman, Bakri Hasanuddin, and Rudin Rudin, "Pengaruh Motivasi Kerja, Disiplin Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Kesehatan Rumah Sakit Umum Daerah Tora Belo Kabupaten Sigi," *JAMIN : Jurnal Aplikasi Manajemen Dan Inovasi Bisnis* 3, no. 2 (April 11, 2021): 25, <https://doi.org/10.47201/jamin.v3i2.74>.

<sup>17</sup> Tahir, Harahap, and Murtafiah, "Peran Budaya Organisasi Pada Lembaga Pendidikan Islam."

<sup>18</sup> Wahyudin, "Budaya Organisasi."

The more organizational culture is socialized, the more assumptions will be shared. When these assumptions are shared, they will become the driving force for individuals in achieving organizational goals.

### **Ideal Islamic Educational Organizational Culture**

The organization provides reinforcement for organizational members to act in accordance with the culture that is built together, so that the organization has a strong culture. With a strong culture, communication and coordination patterns foster togetherness among organizational members. Organizations are always influenced by opposing forces, namely forces that require stability and forces that require change. If the forces that support change are stronger than the forces that support stability, the organization will change or “move” from one state to another.<sup>19</sup>

In order to make a planned change in organizational culture, three related actions are needed, namely unfreezing → moving → refreezing. In the first stage, namely unfreezing, is to unfreeze the stability of the old work pattern. This can be done by utilizing pressure or dissatisfaction with the applicable system or adding strength that supports change or conversely by reducing the strength that resists change.

After the unfreezing process occurs, the next step is to influence the direction of change to be in accordance with what is desired. At this stage, new actions or behavioral patterns can be carried out that are expected to be able to make a positive contribution to organizational renewal. Changes in organizational culture can be understood as changes in organizational culture that are needed to provide comprehensive changes to the organization. To manage these changes intentionally, unfreezing, moving, and refreezing actions are needed. While the life cycle of an organization, changes in organizational culture can be done with good identification of the organization’s position in the organizational life cycle. Good knowledge of the position has an impact on the treatment or strategy that can be done to make changes.

### **CONCLUSION**

Organizational culture is a pattern of basic assumptions, norms, beliefs, and values that are accepted and conveyed by members of the organization to be used as a philosophy in acting and solving problems, so as to help employees adapt to the environment and unite members of the organization. Basic assumptions, norms, beliefs, and values are taught to members, including new members, as a correct way to study, think, and feel the problems faced.

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<sup>19</sup> Dina Dwi Juliawati et al., “Membangun Budaya Organisasi Yang Positif Untuk Mendukung Kinerja Pendidik Dan Tenaga Kependidikan,” *MAMEN: Jurnal Manajemen* 3, no. 2 (April 28, 2024): 109–20, <https://doi.org/10.55123/mamen.v3i2.3471>.



Socialization of organizational culture through three stages, namely, the prearrival stage, the encounter stage, and the metamorphosis stage. The prearrival stage is a period of learning in the socialization process that is carried out before new employees join the organization. The encounter stage is a stage in the socialization process where new employees see what is liked in the organization and face the possibility of different expectations and realities. And the metamorphosis stage is a stage in the socialization process where new employees change and organize their work, work groups, and organizations.

Changes in organizational culture can go through three stages, namely, unfreezing, moving, and refreezing. Unfreezing is melting the stability of old work patterns. Moving is influencing the direction of change to suit what is desired. And at the refreezing stage, it will occur when new behavioral patterns are stable or institutionalized in the institution or organization. Changes in organizational culture can be done through identifying the organization's life cycle. When the identification is successful, top management can provide or direct a culture that is in accordance with the organization's life cycle.

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