



The Relationship Between Organizational Culture and Decision-Making at the Global Language Club UPNVJT: An Islamic Perspective Review

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Abstract

This study aims to examine the relationship between organizational culture and decision-making processes within the Global Language Club (GLC) of the Student Activity Unit (UKM) at the Universitas Pembangunan Nasional 'Veteran' Jawa Timur (UPNVJT), with a perspective on Islamic views in this context. The main focus of the research is to understand the extent to which organizational culture influences decision-making, both on a small and large scale, within this student organization. This research adopts a qualitative approach, using in-depth interviews and participatory observation methods, involving the board members and participants of the GLC to gather data related to the existing organizational culture. The analysis results indicate that the positive and constructive organizational culture in GLC UPNVJT plays a significant role in the decision-making process. The culture fostered within the organization supports the creation of effective collaboration, idea sharing, and resolving differences of opinion, which ultimately enhances members' sense of ownership over the decisions made. Open communication and a participatory environment are key factors that strengthen members' motivation to achieve shared goals, in line with Islamic principles that emphasize the importance of consultation (*musyawarah*) and collective decision-making. The study also finds that strengthening a transparent communication culture, as well as implementing regular training and evaluation of the organizational culture, can improve the effectiveness of decision-making within the organization. Organizational culture that upholds Islamic values, such as mutual respect, consultation, and justice, can reinforce the decision-making process, making it more effective and harmonious within the context of GLC UKM.

Keywords: Organizational Culture, Decision-Making, Decision Effectiveness, Student Activity Unit, Organizational Values.

INTRODUCTION

An organization is a social entity coordinated with identifiable boundaries, working continuously to achieve shared goals (Robbins, 2020). Organizations play a vital role as regulators of interaction among individuals and facilitators of collaboration to achieve desired objectives. Since prehistoric times, humans have formed groups for hunting, farming, and protecting themselves from threats. The establishment of these communities reflects the fundamental human need for collaboration and mutual support, which forms the foundation

of organizational structures. As time and technology have progressed, various new types of organizations have emerged, ranging from business companies to non-profit institutions, each with different goals and structures designed to meet specific needs and objectives. The existence of organizations not only helps individuals achieve personal goals but also contributes to the social and economic progress of society as a whole.

Every organization has its own unique culture, which is shaped by the values, norms, and habits embraced by its members. This culture reflects the way work is carried out and interactions occur within the organization, while also providing an identity that differentiates one organization from another. Organizational culture is shaped by history, experience, habits, as well as being influenced by leadership and management strategies. Organizational culture can be defined as a system of shared beliefs and attitudes that evolve and are adopted by a group of people (Pasla, 2023). This indicates that organizational culture not only influences the behavior of members but also plays an important role in the decision-making process within the organization.

Decision-making is one of the vital aspects of organizational management, including within the context of student activity units (UKM). The decisions made will directly impact the effectiveness of activities and the achievement of the organization's goals. Organizational culture plays a significant role in decision-making by providing a framework of values, norms, and assumptions that influence the mindset and behavior of organizational members (Hidayat & Alhadid, 2023). A strong and positive organizational culture can encourage members to collaborate effectively, while a weak culture can hinder the decision-making process and create uncertainty within the organization.

The Global Language Club (GLC) at Universitas Pembangunan Nasional 'Veteran' Jawa Timur (UPNVJT) is an important student activity unit that plays a role in improving foreign language skills, particularly English, and serves as a platform for student development in soft skills and leadership through its management activities. Proficiency in English is one of the essential skills for success in the workforce, making GLC's existence highly relevant and strategic. However, decision-making within this organization is not simple, as it is influenced by various internal and external factors. One of the most significant factors affecting the effectiveness of decision-making is the organization's culture. A strong and supportive organizational culture can maximize members' potential and enhance the effectiveness of decision-making. Conversely, a culture that lacks support can hinder communication, create uncertainty, and slow down the decision-making process. This study aims to explore the influence of organizational culture on decision-making within the Global Language Club at UPNVJT. The primary focus of this research is on the values upheld by the organization, the level of member participation in the

decision-making process, and the challenges faced in achieving effective and efficient decisions.

The approach taken in this study not only examines the managerial perspective but also considers the Islamic viewpoint on decision-making. In Islam, principles such as consultation (*musyawarah*), justice, and transparency are emphasized in every decision-making process. This study is expected to provide deeper insights into the importance of a good organizational culture in enhancing a more inclusive and participatory decision-making process, while also contributing positively to the achievement of shared goals.

The organizational culture within the Global Language Club at UPNVJT has a significant impact on the decision-making process. This culture encompasses values and norms that guide member interactions and influence how decisions are made. Active participation of members in decision-making is crucial as it fosters trust and enhances commitment to the decisions made. Changes in organizational culture toward a more inclusive and open environment can improve decision-making effectiveness by encouraging more members to share ideas and contribute to discussions. Effective management of organizational culture within GLC UPNVJT not only improves the decision-making process but also fosters the achievement of shared goals in a more effective and harmonious manner. It is hoped that this research will contribute to the development of a more effective organizational culture in GLC UPNVJT and other student activity units, while also providing a perspective on the importance of organizational culture in achieving collective goals.

RESEARCH METHODS

The research methodology is a scientific approach that involves a sequence of steps aimed at obtaining data to answer the research questions. The main objective of the research methodology is to acquire scientific knowledge that can be used to understand specific phenomena, develop theories, or solve problems. By following a structured research methodology, researchers can ensure that the results obtained are valid, reliable, and accountable. The type of research conducted is descriptive research using a qualitative approach. This study employs three research techniques in the development of theories and problem-solving in a systematic manner. The method used in this paper will explain the research results through descriptions by collecting qualitative data without manipulating the variables under study. The purpose of the research is to understand what occurs in a given situation before proceeding to a more in-depth analysis and presenting information on the characteristics and relationships between the variables being studied.

The accurate determination of the objects and subjects of the research is crucial and important in ensuring the relevance and validity of the data, which

strongly supports the validity of the research outcomes. Relevant and accurate data will affect the research results, ensuring that the data aligns with the objectives to be achieved. The proper selection of research objects and subjects can greatly contribute to solving the problems being studied. This research focuses on the organizational culture applied in daily operations. It also examines the decision-making behaviors of members of the Global Language Club (GLC) SME, which are influenced by organizational culture. The effectiveness of work, processes, and decision-making outcomes will be the focus of the study to prove the impact of organizational culture on the sustainability of the Global Language Club SME at UPNVJT. The success of this research heavily depends on the choice of objects and subjects, as this will influence the data sources that must be relevant to the context being studied.

Accurate depiction of phenomena in the research requires the identification of the types and sources of data involved. Relevant types and sources of data help researchers gain deeper insights into the relationships among the variables under study. The research techniques used include interviews, self-observation of the organizational environment, and reviewing previous literature. The data sources used include questions directed at informants, with five questions designed to address the research problem that will be further explored. The researcher also observes the organizational environment to understand the actual working conditions and uses books and previous journals as literature studies that form the theoretical basis for the research.

RESULT AND DISCUSSION

Organizational culture consists of the values, assumptions, and norms upheld by the members of an organization, shaping their thinking and actions in the decision-making processes within the organization. The Global Language Club (GLC) at UPNVJT is a student organization focused on language activities. GLC has a semi-formal culture because the organization prioritizes innovation and freedom of expression. An organizational culture that supports collaboration and innovation can enhance the effectiveness of decision-making. Members of the organization are more likely to feel free to express opinions and offer suggestions during decision-making. Freedom of expression encourages members to innovate and actively contribute to the organization's progress.

Active participation by members is driven by an organizational culture that provides space for discussion. The opportunity for open discussion fosters a mindset among members that the organization has shared goals that must be achieved collectively. As a result, they understand the contributions they can make. When there are matters to discuss, GLC remains open to all decisions, providing a space for discussions and ensuring that decisions are based on the shared goals that have been mutually agreed upon. When decisions change during activities, members reflect and ensure that the decisions made are in line

with the organization's primary objectives. Open communication is one of the key factors that create a fair and inclusive atmosphere, allowing for the acceptance of views and input from various parties.

Openness in communication has become an organizational culture that enables GLC to respond promptly to changes. An organizational culture that emphasizes active communication from all members helps the organization grow to its full potential. An adaptive organization positively impacts its sustainability, allowing it to respond to new opportunities and challenges as it continues to operate. Ongoing innovation within this organization leads to better decision-making. An adaptive culture helps the organization address ongoing and varied challenges. GLC's organizational culture affects the way decisions are made and ensures the best outcomes because of openness to opinions and freedom of expression.

The participation of board members in decision-making at GLC is influenced by an organizational culture that is open, communicative, and collaborative. A less rigid organizational culture allows members to innovate and engage in discussions with goals always referring to mutual agreements. The decision-making process heavily depends on discussions involving all members, ensuring that all voices are heard and the decisions reflect the desires and needs of the group. In an open culture, every member is encouraged to actively participate by expressing ideas and providing input. This creates an environment where new and innovative ideas can develop, enriching the decision-making process. This process also ensures that decisions reflect the group's consensus, enhancing the sense of ownership of the final decisions.

A participatory organizational culture not only increases member engagement but also contributes to innovation and creativity in decision-making. When members feel valued and involved in the process, they are more likely to contribute fresh ideas and solutions that may not have been considered before. Research shows that a strong and inclusive organizational culture can enhance commitment and collaboration among members, as well as create a positive work environment. Therefore, it is essential for GLC to continue fostering this culture through communication and collaboration skill-building, as well as creating channels for members to share their perspectives openly.

The implementation of open and transparent communication strategies at every stage of decision-making will strengthen trust among members and improve the effectiveness of decisions made. In this context, leaders play an essential role in facilitating discussions and ensuring that all voices are heard. By integrating a collaborative approach to decision-making, GLC will not only improve the quality of its outcomes but also build a more solid and cohesive

team. Therefore, encouraging active participation from all members should be a primary focus in efforts to improve the organizational culture at GLC.

The open organizational culture at the Global Language Club has a significant impact on the openness of ideas and innovation in decision-making. A culture that supports openness creates an atmosphere where every board member feels valued, and their opinions and innovations are heard. This motivates them to actively participate in every discussion and share ideas. When members feel that contributing to discussions is important, they will be more proactive in presenting new and innovative ideas. This not only enriches the decision-making process but also increases the sense of ownership of the final decisions. Additionally, an organizational culture that emphasizes shared agreement strongly supports collaboration among members. At GLC, members can collaborate in groups for brainstorming, allowing them to combine various perspectives and expertise. This collaborative process leads to solutions that differ from the norm and ensures that the final decision reflects the group's consensus. In this way, innovation emerges as a result of mutually supportive collaboration.

An organizational culture that is open to change also enables GLC to easily adapt to new challenges and opportunities. When members feel comfortable proposing innovations or new ideas, GLC can explore different approaches to achieving its shared goals. This openness helps GLC remain relevant and responsive to the needs of its members and its environment. By focusing on decisions and shared agreements, any proposed changes are more easily accepted because all members are involved in the decision-making process. Overall, an organizational culture that supports the openness of ideas and collaboration is crucial for driving innovation within the organization. An inclusive culture not only increases active participation among its members but also strengthens commitment to the decisions made.

Decision-making at the Global Language Club faces several challenges that affect the effectiveness and quality of the decisions made. First, many members, particularly those in leadership positions, have other commitments, such as focusing on their studies and participating in other organizations, which limit the time they can dedicate to discussions and decision-making. This can lead to reduced involvement in the decision-making process, affecting the quality of the decisions made. However, a culture that supports open and collaborative communication will help overcome these challenges. Constructive discussions and the involvement of all members in decision-making minimize resistance to change and increase openness to new ideas, which ultimately strengthens board participation in decision-making. Therefore, the participation of board members in decision-making is greatly influenced by an organizational culture that is

open, supports innovation, and encourages communication and collaboration among members.

In Islam, organizational culture is shaped by principles like shura (consultation), ta'awun (cooperation), and the pursuit of knowledge ('ilm). The culture at Global Language Club (GLC) aligns with these values by promoting open communication, collaboration, and innovation in decision-making. The club's emphasis on freedom of expression encourages members to share ideas and contribute to decisions, reflecting Islamic principles of mutual respect and justice, as seen in the Quran and hadiths that call for collective consultation and fairness in all dealings. Islamic teachings, such as ijtihad (independent reasoning), support the club's culture of innovation and problem-solving. The freedom for members to voice their opinions and engage in discussions mirrors the Islamic value of seeking knowledge and finding solutions for the common good. While GLC faces challenges like time constraints, Islam offers guidance on managing these issues through prioritization, patience (sabr), and balancing responsibilities. The Islamic values of patience and cooperation help the club overcome difficulties and maintain a collaborative environment, ensuring effective decision-making. GLC's organizational culture, rooted in principles of open dialogue, collaboration, and innovation, is deeply aligned with Islamic values. These principles foster an inclusive and fair decision-making process that benefits both the members and the organization, creating a positive and sustainable environment for growth.

CONCLUSION

The positive influence of organizational culture on decision-making in the Global Language Club (GLC) Student Activity Unit at UPNVJT demonstrates that a strong and supportive culture can enhance the effectiveness of the decision-making process. An open, communicative, and inclusive culture provides space for members to share ideas, resolve differences of opinion, and innovate constructively. This not only strengthens the members' sense of ownership over the decisions made but also boosts their motivation to work at their best in order to achieve the organization's common goals. The organizational culture implemented at GLC is also aligned with Islamic principles, such as shura (consultation), ta'awun (cooperation), and the pursuit of ilmu (knowledge).

By applying these principles, GLC members can participate in the decision-making process in a fair and transparent manner, which in turn results in decisions that are of higher quality and more relevant to the organization's goals. However, to further enhance decision-making effectiveness, GLC needs to innovate in its discussion activities, such as strengthening a culture of open and collaborative communication among members. This can be achieved through communication skills training and creating spaces where members can

express their ideas without fear of negative judgment. Additionally, it is important for GLC management to periodically evaluate the existing organizational culture to ensure that it remains relevant and supports the organization's evolving goals. An organizational culture that promotes openness, collaboration, and active participation will strengthen GLC's ability to adapt to change and face challenges, while also generating better and more innovative decisions. This allows GLC to continue growing and achieve its shared goals more effectively.

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