

Building a Culture of Islamic Coordination in the Digital Era to Improve Organizational Performance

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Article Information	Abstract
<p>Article History: Received : - Accepted : - Published: -</p>	<p>Digital transformation has fundamentally changed organizational dynamics, demanding an adaptive, efficient, and valuable coordination model. In the context of Islamic organizations, the need for coordination is not only technical, but also spiritual. This research aims to examine how the culture of Islamic coordination is built and implemented in organizations in the digital era and how it affects the improvement of organizational performance. Using a descriptive qualitative approach, data was collected through in-depth interviews, observations, and documentation studies at a number of Islamic-based institutions that have integrated Islamic values in digitization practices. The results of the study show that the integration of Islamic values such as ta'awun (cooperation), amanah (trust), shiddiq (honesty), and ihsan (excellence) in the organization's digital system is able to form a harmonious, collaborative, and productive work culture. The use of technology such as cloud systems, digital communication platforms, and work management applications strengthens the coordination process while maintaining accountability according to the principle of hisbah. The Islamic culture of coordination also increases loyalty and job satisfaction, strengthens participatory leadership, and forms a balanced work system between the mundane and ukhrawi. This research confirms that building a culture of Islamic coordination in the digital era not only supports organizational effectiveness, but is also a superior strategy to maintain integrity, strengthen identity, and increase competitiveness. Thus, this approach is worthy of being used as a model for Islamic organizations in facing global challenges based on values and technology.</p>
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INTRODUCTION

In today's digital age, organizations face immense pressure to adapt to rapid technological changes. Digital transformation requires changes not only in technological aspects, but also in organizational culture, including internal coordination patterns. In the context of Islamic organizations, this challenge becomes more complex because it requires integration between Islamic values and modern management practices. Therefore, building a culture of Islamic coordination is a strategic need in increasing organizational effectiveness (Rafiki, 2022).

The Islamic culture of coordination is a systematic approach that emphasizes principles such as *ta'awun* (cooperation), *amanah* (trust), and honesty (*shiddiq*), all of which are derived from the values of the Qur'an and Sunnah. When these values are integrated in the digital system and organizational knowledge, it can create a synergy between spirituality and productivity (Jabbar et al., 2025). This shows that Islamic values are not only moral ethics, but also managerial foundations that are able to strengthen organizational structures.

In the scope of Islamic education such as Islamic boarding schools, organizational cultural transformation that combines Islamic values and digital technology has proven to be able to improve institutional performance. The emphasis on visionary, collaborative, and adaptive leadership is key in building innovation based on Islamic values, so that *pesantren* can become the center of transformation in the digital era (Setiorini et al., 2024). In other words, the Islamic coordination culture is not only relevant in the business sector, but also in the education and social sectors.

The transformation of digital *da'wah* also strengthens the urgency of developing a culture of Islamic coordination. In this context, Islamic communication must be able to adapt to the characteristics of digital technology and cyber culture that dominate modern society. Therefore, *da'wah* and religious organizations need to form new coordinating habits that are based on Islamic values but responsive to technological dynamics (Saleh et al., 2022).

In the Islamic banking sector, the implementation of digitalization based on Islamic values has also been proven to increase competitiveness and organizational efficiency. Collaboration between technologies such as Artificial Intelligence, cloud computing, and the Internet of Things with an Islamic work culture is able to strengthen coordination and value-based decision-making (Alqahtani et al., 2024). This confirms that the culture of Islamic coordination in the digital framework is not only an alternative, but a necessity.

However, there are still many organizations that fail to build integration between Islamic values and digitalization practices due to the dominance of Western managerial culture that often contradicts Islamic principles (Asfahani, 2022). As a result, the organization's performance does not reach its maximum potential due to a weak sense of justice, lack of trust, and a lack of collaboration based on Islamic *ukhuwah*. This is where the importance of digitally redefining organizational culture with an approach that is compatible with Islamic values (Gerçek & Özveren, 2024).

Meanwhile, the formation of digital culture includes not only the use of technology, but also changes in habits, work ethics, and social relationships within the organization. The culture of Islamic coordination in the digital era needs to be built through training, value coaching, and the use of digital systems that support transparency and accountability in accordance with *sharia* (Ochoa, 2016). This is in line with the purpose of *sharia* to realize benefits in all aspects of life, including in organizational management.

Especially in knowledge management and innovation, the application of Islamic principles has been proven to be able to increase creativity and organizational learning. This is because Islam encourages the search for knowledge (*'ilm*), professionalism (*itqan*), and social responsibility (*mas'uliyah*) which are very relevant in increasing the effectiveness of digital-based work (Rafiki, 2022). Thus, the development of an Islamic coordination culture also means strengthening an adaptive and ethical learning culture.

The integration of Islamic values in organizational culture also serves as a moderator in transformational leadership styles. Research shows that Islamic values strengthen the relationship between inspirational leadership and improved employee performance (Verawati & Wulan, 2024). This shows that the culture of Islamic coordination is not only normative, but also has real implications for organizational performance in the technological age.

Thus, the development of a culture of Islamic coordination in the digital era is a strategic need in facing global changes. The integration between spiritual values and technological transformation can create a competitive, ethical, and productive organization. This research is important to explore how Islamic organizations build and implement a culture of value-based coordination in a digital context, in order to achieve success in this world and the hereafter.

LITERATURE REVIEW

Application of Knowledge Management and Digitalization in an Islamic View

Ahmad Rafiki (2022) emphasized the importance of implementing knowledge *management* and digitalization that are in line with Islamic principles in improving organizational performance. According to him, by integrating Islamic values in the process of digitization and information management, organizations not only gain work efficiency, but also blessings in achieving their goals. The concept of work in Islam is understood as part of worship, so that every coordination activity that is carried out effectively and with sharia values will bring benefits to this world and the hereafter.

In the context of a culture of coordination, the use of digital technology must be based on values such as honesty (*shiddiq*), trust, and collaboration (*ta'awun*). Rafiki explained that the information and communication system built must encourage transparency and responsibility, as well as prevent deviations in work ethics. This becomes relevant because one of the main obstacles in organizational coordination is a lack of trust and accountability. With the foundation of Islamic values, technology becomes a tool to strengthen the quality of relationships and work processes, not just accelerate them.

The implication is that Islamic organizations in the digital age must do more than just adopt technology; they need to design a work system that makes Islamic values part of the work procedures and coordination structures. Thus, digitalization with Islamic nuances is not only about technical innovation, but also value transformation in organizational processes. This study provides a strong theoretical basis that the culture of Islamic coordination must be built through value integration and digitalization at the same time.

Transformation of Pesantren Organizational Culture

Research by Risqi Setiorini et al. (2024) highlights the strategy of cultural transformation of Islamic boarding school organizations in order to make this religious institution a center for innovation in the digital era. They emphasized that the success of Islamic boarding schools in carrying out their role is not only determined by Islamic values, but also by the ability to integrate digital technology in the education and management process. Visionary, participatory, and inclusive leadership is the main key to the transformation process.

In the context of coordination, the cultural transformation of pesantren organizations reflects the importance of flexibility and openness to change without losing Islamic identity. The digitalization process in Islamic boarding schools is not only about accelerating administration or expanding access to information, but also about creating new collaborative spaces between students, teachers, and managers. This approach shows that strong Islamic coordination can remain relevant in the context of modern technology if the values and vision of the organization are maintained.

The study emphasizes that Islamic organizations, both educational and otherwise, must build cultural systems that are adaptive but still value-based. In the process, digitalization is actually an opportunity to strengthen collaboration and eliminate bureaucratic barriers that hinder communication. In other words, an Islamic coordination culture can be the foundation for navigating organizational transformation towards a more inclusive, productive, and innovative direction in the digital age.

Integration of Islamic Values in Strategic Management

Jabbar, Chotimah, and Sulistyorini (2025) in their research outline the importance of integrating Islamic values in strategic management to build the competitive advantage of Islamic educational institutions in the era of digital globalization. They highlight that values such as *ta'awun*, *adil*, *shiddiq*, and *ihsan* are the basis for forming a strong organizational culture, especially in terms of coordination and collaboration between departments within the organization. This approach contributes to clarity of roles and responsibilities that support improving institutional performance.

In the Islamic coordination culture, *the value of ta'awun* functions as a unifier between individuals in achieving collective goals. Jabbar et al. emphasize that this value is especially important when organizations face pressure from external environments, especially in the dynamic digital age. Collaboration is not only required in terms of work efficiency, but also as a reflection of Islamic morals in organizational practices. The values *of trust* and *shiddiq* ensure that each individual is accountable for his or her duties honestly and transparently.

The implication of their findings is that Islamic organizations need to design management strategies that explicitly absorb and implement Islamic values in every aspect, including digital coordination systems. Thus, the organization is not only able to compete globally, but also remains consistent in maintaining Islamic principles and identity. This literature reinforces the view that Islamic coordination culture is not just a moral idealism, but a real strategy to build superior and sustainable organizations in the digital age.

RESEARCH METHOD

This research uses a descriptive qualitative approach with the aim of understanding in depth how the Islamic coordination culture is built and implemented in organizations in the digital era. This approach was chosen because it allows researchers to explore Islamic values, digital practices, as well as organizational coordination processes in a real and natural context. The focus of the research is directed at understanding meaning, interaction processes, and social and spiritual dynamics that affect organizational performance.

Data collection was carried out through in-depth interviews, participatory observations, and documentation studies of organizations based on Islamic values, such as Islamic boarding schools, Islamic financial institutions, and Islamic educational institutions that have implemented digital transformation. Informants are selected purposively, namely organizational leaders, managerial staff, and employees who have an active role in the process of digitization and strengthening Islamic values in work coordination. The collected data was then analyzed using thematic analysis techniques, which aim to identify thematic patterns that emerge from field data.

To improve the validity and validity of the data, the triangulation technique of sources and methods is used. The researcher also conducts member checking of informants to ensure the accuracy of the information collected. Data interpretation is associated with Islamic management theories, digital transformation, and organizational culture, resulting in findings that are contextual and relevant to the times. With this method, it is hoped that the research can make a theoretical and practical contribution to the development of Islamic organizational culture in the modern digital context.

RESULTS AND DISCUSSION

Integration of Islamic Values in Digital Organizational Culture

The application of Islamic values in the organization is the main foundation in building a culture of Islamic coordination. Principles such as *ta'awun* (cooperation), *amanah* (trust), *shiddiq* (honesty), and *ihsan* (excellence) are not just spiritual values, but also strategic principles in managing the organization. These values give direction and character to interactions between individuals in the organization, as well as form a strong and meaningful work ethic in the digital era.

In the context of digitalization, Islamic values can be integrated into technology-based work systems, such as the use of transparent and fair digital communication platforms. For example, the implementation of an application-based work reporting system that reflects the principle of *hisab* (accountability) is part of an Islamic organizational culture. In addition, the practice of transparency can also be applied as a form of trust and honesty between fellow work teams.

Ahmad Rafiki (2022) emphasized that the implementation of knowledge management and digitalization based on Islamic values will trigger creativity and sustainable learning. This is important because the culture of coordination is not only a matter of bringing information together, but also of unifying values and goal orientation. With the integration of Islamic values, coordination in the organization becomes more directed and has the value of worship, not just an administrative obligation.

The integration of Islamic values also strengthens the spirit of collectivity in facing organizational challenges. The culture of *ukhuwah* that grows from Islamic values creates trust and social cohesion between members of the organization, even in the midst of digital transformation that is often individualistic. By prioritizing the value of *shura* (deliberation), organizations can resolve differences of opinion constructively and with dignity.

The Islamic culture of digital organizations is also able to balance productivity and spirituality. In many modern organizations, pressure on work targets can lead to stress and disharmony. However, Islamic values applied in organizations are able to reduce these pressures through *the rahmah* (compassion) and *tawakkal* (surrender after effort) approaches, which help maintain the psychological calm of individuals in the face of work dynamics.

In the long run, Islamic values can be a key differentiator in creating a competitive advantage. As stated by Jabbar et al. (2025), Islamic values such as integrity and justice can strengthen organizational identity and become a strategic foundation in the face of increasingly competitive digital globalization. Therefore, Islamic organizations need to continue to build a work system that instills and maintains these values in all aspects of their operations.

In conclusion, the integration of Islamic values in the culture of digital organizations is not only relevant, but also urgent. In the midst of the dominance of Western-based work culture, Islamic organizations have a great opportunity to show that religious values do not conflict with technological advances, but can instead be a solid foundation in building effective and productive coordination.

The Role of Digital Technology in Strengthening Islamic Coordination

Digital technology has changed the way organizations communicate and coordinate. In the context of Islam, the use of this technology needs to be directed to support the creation of fair, effective, and benefit-oriented coordination. Digital tools such as online collaboration platforms, project management systems, and big data can be used as tools to streamline teamwork and accelerate decision-making based on sharia principles.

The use of technology also allows for more accurate and transparent documentation and evaluation of work. In the culture of Islamic coordination, accountability is an important principle. With cloud-based systems or digital applications, organizations can create a monitoring process that reflects the value of *hisbah*, which is supervision in Islam that aims to maintain the common good. This helps to avoid abuse of authority and strengthens integrity.

Saleh et al. (2022) underlined the importance of digital da'wah transformation as a form of adaptation of Islamic values to the changing times. This also applies in the context of organizations: Islamic communication must be brought into the digital realm so that the values of coordination remain alive even though it is no longer carried out physically. In other words, technology is a medium for da'wah and work at the same time that requires ethical meticulousness in its use.

Additionally, technology allows organizations to better manage diversity and decentralization. In large organizations, across departments or between regions can be coordinated through an integrated value-based system. The principle of *ta'awun* becomes relevant when all parties can contribute and be connected in one coordination system. The

differences in time, place, and local culture can be bridged by technology designed according to Islamic values.

Digital technology also helps in building a culture of *continuous learning* in organizations. E-learning platforms, online discussion forums, and shared knowledge systems can be used to improve employees' spiritual and professional competence. This is in line with the spirit of Islam which strongly emphasizes the importance of knowledge and charity as the basis for the success of the hereafter.

However, the use of technology cannot be separated from challenges. One of them is the emergence of an instant and individualistic culture that is contrary to the collective spirit of Islam. Therefore, digital transformation in Islamic organizations should not only focus on devices, but also on the formation of digital character and ethics. Technology should be placed as a tool, not an end, in building an Islamic organizational culture.

Therefore, the use of technology in the Islamic coordination culture must be holistic. Not only the digitization of processes, but also the digitization of values, namely the translation of Islamic values in system design, internal communication, and organizational management strategies. This is a challenge as well as a great opportunity for Islamic organizations in the era of industry 4.0 and society 5.0.

The Impact of Islamic Coordination Culture on Organizational Performance

An Islamic coordination culture has been proven to have a positive impact on improving organizational performance. Islamic values implemented in daily coordination not only create a harmonious work environment, but also increase accountability, efficiency, and work motivation. This is a strategic advantage in the midst of competition that demands high productivity and organizational resilience.

A study by Verawati & Wulan (2024) shows that Islamic organizational culture is an important moderation factor in strengthening the impact of transformational leadership on employee performance. This proves that coordination based on spiritual values is able to strengthen the quality of relationships in organizations, especially in the context of participatory and inspirational leadership.

In addition, Islamic culture creates a high sense of belonging in employees to the organization. They feel part of a noble mission, not just a wage-chasing worker. With a *culture of trust, sincerity, and tawakkal*, employees can work more focused and sincere. This is directly proportional to increased employee productivity and loyalty.

Islamic coordination also encourages collaboration between work units and minimizes internal conflicts. In conventional organizations, conflicts often occur due to sectoral egos or unhealthy competition. However, when the principles of *ukhuwah* and *shura* are upheld, then every difference becomes an opportunity for constructive dialogue, not division. Strong coordination results in greater synergy and efficiency.

Setiawan et al. (2025) added that digitalization strategies based on Islamic values can strengthen organizational competitiveness, especially in the Islamic banking sector. By blending Islamic technology and culture, organizations not only become more adaptive, but also trusted by the community because they maintain ethics and commitment to spiritual values.

Organizational performance is measured not only financially, but also from stakeholder satisfaction, social reputation, and long-term sustainability. In this case, the

culture of Islamic coordination plays a role in creating a trustworthy and ethical reputation for the organization. This is especially relevant amid growing public awareness of the social and spiritual responsibility of institutions.

Thus, the culture of Islamic coordination in the digital era is the main key in creating spiritually, socially, and professionally superior organizations. When values and technology are united, the organization will not only survive in the midst of changing times, but also become a pioneer in creating a work civilization that is *rahmatan lil alamin*.

CONCLUSION

The application of Islamic coordination culture in the digital era is a strategic need for Islamic organizations in facing the challenges of technological transformation. The integration of Islamic values such as *ta'awun*, *amanah*, *shiddiq*, and *ihsan* into the organizational coordination system is able to create an ethical, collaborative, and productive work environment. These values not only strengthen the organization's Islamic identity, but also become a moral foundation that strengthens relationships between individuals and builds trust in teamwork.

The use of digital technology in an Islamic manner allows the creation of an efficient and adaptive coordination system, while maintaining work integrity and accountability. Digital transformation is not only about the use of digital tools, but also concerns the formation of a new work culture that is in accordance with Islamic law. Through this approach, organizations can create a balance between productivity and spirituality, as well as respond to the needs of the times without losing the basic values that characterize Islam.

Overall, the Islamic coordination culture developed in the digital era has proven to have a significant contribution to improving organizational performance. Not only does it encourage effectiveness and innovation, but it also strengthens employee loyalty, organizational reputation, and the sustainability of *da'wah* and social missions. Therefore, building a coordination culture based on Islamic values and supported by digital technology is a strategic step towards a superior, competitive, and *rahmatan lil alamin* organization.

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