

**Implementation of Organizational Culture in Islamic Da'wah  
Management to Increase Community Participation in Lau Dendang,  
Deli Serdang**

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Article Information	Abstract
Article History: Received : - Accepted : - Published: -	This study aims to describe the implementation of organizational culture in the management of da'wah that can enhance community participation in Lau Dendang Village, Percut Sei Tuan District, Deli Serdang Regency. Using a qualitative approach with a descriptive design, data was collected through interviews and direct observations of various parties involved in da'wah activities, including mosque administrators, community leaders, and community members. Data analysis was conducted by identifying patterns and relevant themes from the narrative information and official documents obtained. The results of the study indicate that the applied organizational culture, such as values of togetherness and collaboration, plays a crucial role in improving community participation. This culture fosters a sense of ownership of the da'wah programs and strengthens social solidarity. However, there are also challenges faced, such as a lack of awareness and active participation from some community members, as well as resource limitations. These findings are expected to provide insights for da'wah managers and the community to optimize participation in da'wah activities in the village.
Keywords: Organizational Culture, Da'wah Management, Community Participation	

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## INTRODUCTION

Organizational culture is a key element that influences the dynamics and performance of an organization. In the context of da'wah, organizational culture includes a set of values, norms, and beliefs that shape the behavior of members of da'wah groups. As stated by Phithi Sithi Amnuai, organizational culture is a set of basic assumptions and beliefs that evolve along with the process of adaptation to external challenges and internal integration. In this case, the implementation of a good organizational culture can be a driver for the creation of a conducive environment to increase community participation. (Moch. Zainuddin, et.al., 2020).

In the context of organizational development, understanding the meaning of culture in organizational life is believed to be very relevant. Organizational culture is believed to be an asset. At least organizational culture plays a role as a sense to carry out internal interpretation. The tendency of the organization in facing world competition must be addressed properly, because it will have an effect on the company culture. Changes in management and organizational structure will have an effect in changing the company's culture and conversely, changes in restructuring management will not bring optimal output if it is not accompanied by using a culture that is conducive to these changes. (Ishiq Ramadhany Putri, et.al., 2022).

The management process has a very important role in various aspects of life, including da'wah activities. In the context of da'wah, management is the main pillar that helps ensure that the goals of da'wah are achieved effectively and efficiently. Da'wah itself is an invitation or call that is carried out with full awareness and planning, both in the form of oral, written, and behavior, which aims to influence individuals or groups to foster awareness, attitudes, and deep understanding of religious teachings without coercion. With good management, the da'wah process can take place smoothly and achieve the expected results. (Muhammad Romzal Hana, 2020).

In the era of globalization, the challenges faced in da'wah are increasingly diverse and complex, so that the role of management in da'wah activities is becoming increasingly crucial. To achieve effective da'wah, good management is needed that implements management functions in an integrated manner. Da'wah management is an effort to manage da'wah activities strategically through proper organization, with the aim of increasing the effectiveness of delivering da'wah messages to the community. In da'wah organizations, management is the foundation that determines the sustainability and success of da'wah in facing the changing times and the needs of society. (Muhammad Romzal Hana, 2020).

Now everywhere we talk about organizational culture, both among experts and business people and managers, because many of these organizational cultures have succeeded in making organizations more stable, more developed and more active in changing the environment (Hendra Wahyudin, 2022). Organizational culture is part of the HR curriculum and part of organizational theory. Each organization has its own culture that is the hallmark of the organization, organizational culture plays a fairly important role in the organization because a good culture can provide comfort that then supports the performance of its members. causing a decrease in the employability of each member. Organizational culture can be interpreted as values that guide human resources in carrying out their duties and also behavior in the organization. Functionally, organizational culture has several tasks,

one of which is to foster a commitment to something broader than individual interests (Ariani, 2018).

As previous research by Zulkarnain Lubis (2021) explained that the implementation of organizational culture in da'wah management is an important key to increasing community participation in religious activities. Through the application of values such as cooperation, openness, and responsibility in the culture of the da'wah organization, the community can feel more involved and have a sense of ownership of these activities. These values encourage the community to participate actively and consistently, while creating a closer bond between the organization's members and the community. With a structured da'wah management approach and a strong organizational culture based on a strong organizational culture, the da'wah process not only runs more effectively, but is also easier to accept by the wider community, because they feel facilitated in understanding religious values that are relevant to daily life.

Lau Dendang Village, Percut Sei Tuan District, Deli Serdang Regency, is one of the areas that faces challenges in da'wah management. These village communities have diverse backgrounds, and with various social problems that exist, such as poverty, lack of religious education, and low awareness of the importance of participation in religious activities, an effective approach is needed to increase community participation.

Da'wah plays an important role in the life of the Muslim community, serving as a means to raise religious awareness and encourage active participation in religious activities. In Lau Dendang Village, Percut Sei Tuan District, Deli Serdang Regency, there are significant challenges in increasing community participation in da'wah activities. Various factors, such as low religious understanding, lack of access to education, and socio-economic problems, are obstacles in optimizing the role of da'wah in the village.

The implementation of organizational culture in da'wah management is one of the approaches that need to be considered to increase community participation. Organizational culture includes values, norms, and behaviors embraced by da'wah groups that can create an environment that supports community involvement. By prioritizing an inclusive and collaborative culture, it is hoped that the community can feel more connected and motivated to participate in the da'wah activities held.

This research aims to explore how organizational culture in da'wah management can be effectively implemented to increase community participation in Lau Dendang Village. Through an in-depth analysis of relevant aspects of organizational culture, such as leadership, communication, and da'wah methods, it is hoped that this research can provide useful recommendations for the development of da'wah strategies that are more effective and attractive to the village community.

## **LITERATURE REVIEW**

### **Organizational Culture in the Context of Da'wah**

Organizational culture is a system of values, beliefs, and norms that are shared by members of the organization and serve as a guideline in acting and interacting. In the context of da'wah, organizational culture reflects spiritual attitudes, Islamic work ethics, and collective spirit in spreading Islamic values. According to Schein (2010), a strong organizational culture is able to create a harmonious work climate, increase solidarity, and strengthen the identity of da'wah. By forming an organizational culture based on Islamic

values such as trust, honesty, and sincerity, da'wah actors can foster public trust and expand the reach of da'wah missions effectively.

### **Da'wah Management and Implementation Strategy**

Da'wah management includes the process of planning, organizing, implementing, and evaluating da'wah activities with a systematic approach to achieve the goals of Islamic teaching. Good da'wah management requires the ability to coordinate, develop human resources, and manage resources efficiently. According to Nata (2003), the success of da'wah is not only determined by the material presented, but also by how management strategies are applied, such as cross-element collaboration, mapping community needs, and da'wah media innovation. With structured and community-based da'wah management, the effectiveness of da'wah can be significantly improved.

### **Community Participation in Religious Activities**

Community participation is the active involvement of individuals and groups in various social and religious activities in their environment. The level of participation was influenced by the factors of trust, leadership, communication, and the relevance of da'wah activities to the needs of the community. According to Putnam (2000), social participation is rooted in strong social relationships, a sense of belonging, and trust in institutions. In the context of da'wah in rural areas, such as in Lau Dendang Village, increasing community participation can be achieved through an inclusive approach, adaptive to local wisdom, as well as community empowerment as the main subject in da'wah activities.

## **RESEARCH METHOD**

This study uses a qualitative approach with a descriptive research design that aims to describe in depth the implementation of organizational culture in da'wah management to increase community participation in Lau Dendang Village, Percut Sei Tuan District, Deli Serdang Regency. The data collected included narrative information obtained through interviews and direct observations in the field. (Burhan Bunga, 2003) Interviews were conducted with various parties involved in da'wah activities, such as mosque administrators, community leaders, and community members. In addition, field records and official documents, such as reports of da'wah activities and meeting minutes, are also used as data sources to support research findings. (Moleong, 2019)

This data collection technique allows researchers to get a complete picture of organizational culture in da'wah management and its impact on community participation. Through observation, researchers can see firsthand the interaction between community members, the atmosphere in da'wah activities, and how organizational culture is internalized in daily practice. The collected data is then analyzed to find relevant patterns and themes, which are then used as the basis for compiling research reports. Thus, this study is expected to provide comprehensive insights into the effectiveness of da'wah management in increasing community participation in the village.

## RESULTS AND DISCUSSION

### 1. Organizational Culture Applied in Da'wah Management in Lau Dendang Village

Organizational culture plays a crucial role in directing and influencing the way an organization operates, including in the context of da'wah management. In Lau Dendang Village, the organizational culture applied in da'wah activities reflects the values, norms, and beliefs embraced by the community. In this study, it is important to understand the organizational culture in this village, because it determines how the management and members interact with each other and with the community at large.

The organizational culture in da'wah management in Lau Dendang Village can include various aspects, such as the value of togetherness, honesty, and openness, which are the foundation for every da'wah activity carried out. In addition, this culture also reflects the methods of approach used in interacting with the community, such as collaboration in social and religious programs oriented towards community empowerment.

As the results of the interview with Mr. Muntoha Siregar as the head of the hamlet of Lau Dendang Village explained that; (Mr. Muntoha Siregar, 2024)

*"The organizational culture applied in da'wah management in Lau Dendang Village reflects strong local values and a collective attitude in managing da'wah activities. One of the important aspects of this organizational culture is the principle of mutual cooperation, where people work hand in hand in every da'wah activity. For example, when routine recitations are held, the community volunteers to help prepare the place, provide consumption, and invite other community members. This approach not only strengthens relationships between citizens, but also builds a sense of ownership of the da'wah programs carried out. We also often hold deliberations with the community to discuss the plan for da'wah activities, so that every voice is heard and accommodated. For example, in preparation for the celebration of Islamic holidays, such as Eid al-Fitr, administrators and the community will hold meetings to plan activities, such as social service and zakat collection. In this way, the community feels more involved and has a role in the decision-making process, thereby increasing participation and success in the implementation of da'wah activities."*

Based on the results of the interview above, the researcher concluded that the organizational culture applied in da'wah management in Lau Dendang Village is deeply rooted in local values and the collective attitude of the community. The principle of mutual cooperation is one of the main pillars, where residents cooperate with each other in every da'wah activity, such as in routine recitation. This not only strengthens the bond between citizens, but also creates a sense of ownership of the da'wah program. Through routine deliberation with the community, da'wah administrators are able to listen and accommodate various voices, so that all parties feel involved. For example, in the celebration of Islamic holidays, the community collaborates in planning social service activities and collecting zakat. In this way, community participation increases, and the success of the implementation of da'wah activities can be realized optimally.

In line with the results of the interview conducted by Mr. Hendra as the people of Lau Dendang Village, he explained that; (Mr. Hendra, 2024)

*"The organizational culture applied in da'wah management in this village emphasizes collaboration and active participation of the community. For me, every da'wah activity is not only the responsibility of the management, but involves all members of the community. For example, when holding a recitation, residents voluntarily contribute by preparing a place and providing consumption. This creates a familiar atmosphere and strengthens the sense of solidarity between residents. I stated that the decision-making process in da'wah activities is carried out openly through deliberation. For example, in preparation for Islamic holidays, the community is involved in discussions to plan various activities, such as zakat collection and social services. With this approach, every citizen feels that they have a role in the programs implemented, thereby encouraging the level of participation and support for da'wah activities. This reflects that the organizational culture carried out in Lau Dendang Village serves as a bridge to strengthen social ties and increase the effectiveness of da'wah management in the community.*

Based on the results of the interview above, the researcher concluded that the organizational culture applied in da'wah management in Lau Dendang Village shows how important collaboration and active participation of the community are in every activity carried out. Every individual, not just the administrator, is invited to contribute, creating a supportive environment and strengthening solidarity between citizens. Through the example of the recitation held, where residents voluntarily help in preparing the place and providing consumption, we can see how such active participation strengthens the sense of community.

In addition, the decision-making process which is carried out openly through deliberation is an important aspect in the management of da'wah in this village. By involving the community in planning activities, such as collecting zakat and social services on the celebration of Islamic holidays, every citizen feels that they have a role and responsibility. This approach not only increases participation, but also creates a sense of belonging to the da'wah programs that are carried out. Therefore, the organizational culture adopted in Lau Dendang Village serves as a bridge to strengthen social ties and increase the effectiveness of da'wah management in the community, which in turn will have a positive impact on the development of the community as a whole.

## **2. The Impact of Organizational Culture Implementation on Community Participation in Da'wah Activities in Lau Dendang Village**

The strong organizational culture in this village not only shapes the way members of the community interact, but also influences their level of participation in various da'wah activities. When the culture of mutual cooperation and collaboration is internalized, people tend to feel more responsible and involved in da'wah activities, making it not only the responsibility of the management, but also the common property.

The positive impact of the implementation of this organizational culture can be seen in the increase in the number of participants in every da'wah activity, be it recitations, social services, or religious holiday celebrations. Through a participatory approach, people are empowered to take an active role, put forward ideas, and contribute according to their abilities. Thus, the organizational culture that is applied not only strengthens social relationships, but also optimizes the potential of the community in supporting da'wah activities, so as to create a harmonious and synergistic environment.

Based on the results of an interview with Mr. Muntoha Siregar as the head of the hamlet of Lau Dendang Village, there are positive and negative impacts of the implementation of organizational culture on community participation in da'wah activities in Lau Dendang Village, including: (Mr. Muntoha Siregar, 2024)

**Positive Impact**

- a. **Increased Active Participation:** People become more motivated to participate in da'wah activities, such as recitations and social events, which in turn strengthens their presence and contribution.
- b. **Strengthening Social Solidarity:** Joint activities build closer relationships between citizens, strengthen the sense of togetherness and solidarity within the community, thereby creating a more harmonious environment.
- c. **Sense of Ownership of Da'wah Programs:** By involving the community in the planning and implementation of activities, they feel that they have a role in the da'wah program, increasing commitment and support for the initiative.
- d. **Participatory Decision Making:** Regular deliberation allows every citizen to express their opinions, so that the decisions taken reflect the aspirations and needs of the community, not just da'wah administrators.
- e. **Sustainability of Da'wah Activities:** A collaborative culture creates a sense of responsibility among community members, so that da'wah activities become more sustainable and oriented towards positive results.

**Negative Impact**

- a. **Potential Conflict and Tension:** In the deliberation process, differences of opinion can trigger conflict or tension between citizens, especially if there are parties who feel unheard or ignored.
- b. **Limited Resources:** High community participation in da'wah activities can create a greater burden in terms of providing resources, such as time, effort, and funds, which can be a challenge for administrators.
- c. **Risk of Dependence:** Relying too much on community participation can make da'wah administrators less proactive, resulting in da'wah initiatives and programs being hampered if the community cannot actively participate for certain reasons. (Mr. Hendra, 2024)

### **3. Obstacles Faced in the Implementation of Organizational Culture in Da'wah Management to Increase Community Participation**

In an effort to increase community participation through the implementation of organizational culture in da'wah management, Lau Dendang Village faces various obstacles that need to be identified and overcome. These challenges often arise from complex social dynamics within the community, including differences in backgrounds, views, and levels of community involvement in da'wah activities. In addition, limited resources, both in terms of time and finance, can also affect the effectiveness of da'wah management.

These obstacles not only have an impact on the implementation of da'wah activities, but can also affect the level of community participation as a whole. Therefore, it is important to understand and evaluate the existing challenges, so that better strategies can be implemented to optimize community participation in da'wah activities. In this discussion, we will explore the challenges and obstacles faced, as well as possible solutions to overcome them, in the

hope of providing valuable insights for da'wah managers and the community in Lau Dendang Village.

As the results of an interview with Ustadz Wahyu as a religious leader of the community in Lau Dendang Village explained that; (Ustadz Wahyu, 2024)

*"The main challenge in the implementation of organizational culture in da'wah management is the lack of awareness and active participation from some communities. He revealed, "Many residents still have busy activities outside of da'wah activities, so they tend to be less involved in the programs held. In addition, some of them also have a different understanding of the importance of da'wah activities, which results in a lack of support and participation." Ustadz Wahyu also highlighted the challenges of communication in conveying information related to da'wah activities, where there are still residents who do not get good information. He also added that limited resources are also one of the obstacles in carrying out da'wah activities effectively. "We often experience obstacles in terms of funding and facilities. For example, to hold recitations or social activities, we need a lot of funds, while donations from the community are also not always enough," he said. He emphasized the importance of collaboration between da'wah administrators and the community to overcome this challenge, as well as the need for a more inclusive approach in inviting the community to actively participate. According to him, without the awareness and support of the community, the implementation of organizational culture in da'wah management will be difficult to achieve the desired goals".*

Based on the results of the interview above, the researcher concluded that; Obstacles in the implementation of organizational culture in da'wah management in Lau Dendang Village show that there are several factors that hinder the increase in community participation.

1. Lack of Awareness and Active Participation: Many residents are still stuck in their daily hustle and bustle and do not understand the importance of involvement in da'wah activities. This causes them not to actively participate in the programs that are organized.
2. Less Effective Communication: Communication challenges are a significant obstacle, where information related to da'wah activities does not always reach all citizens. This results in a lack of knowledge and community involvement in the activities held.
3. Limited Resources: Ustadz Wahyu highlighted that limited resources, both in terms of funding and facilities, are a real challenge. Insufficient funding often hinders the implementation of larger and more effective da'wah activities.

With these obstacles, Ustadz Wahyu emphasized the importance of better collaboration between da'wah administrators and the community, as well as the need for an inclusive approach to encourage active participation from all citizens. Without the support and awareness of the community, the implementation of organizational culture in da'wah management will be difficult to achieve its goals.

## **DISCUSSION**

The organizational culture in Lau Dendang Village is very important in the context of da'wah management, as it reflects the values and norms embraced by the community. In this context, organizational culture can be seen from the values of togetherness, honesty, and



openness which are the basis of interaction between da'wah administrators and the community. Through an interview with Mr. Muntoha Siregar, the head of the hamlet, it was revealed that the principle of mutual cooperation is very strong in every da'wah activity. The community helps each other in the preparation of studies, as well as actively participates in the planning of activities, such as the celebration of Islamic holidays. This approach not only strengthens the bond between citizens, but also creates a sense of belonging to the da'wah programs implemented. Deliberation that is carried out regularly helps to accommodate the aspirations of the community, so that participation and success in the implementation of da'wah activities can be realized.

Bagas Rizky Saputra, et.al. (2024) also explained that organizational cultural planning shows that values such as togetherness, honesty, and openness are the foundation of the interaction between da'wah administrators and the community. It can be seen that the principle of mutual cooperation is very strong in every da'wah activity. The community helps each other in the preparation of recitation and is actively involved in the planning of activities, such as the celebration of Islamic holidays.

The strong organizational culture in Lau Dendang Village has proven to have a positive impact on community participation in da'wah activities. When the value of mutual cooperation is internalized, the community feels more responsible and involved in da'wah activities. The increase in participation was seen in the presence of residents in recitations, social services, and holiday celebrations. The decision-making process that is carried out openly through deliberation allows every citizen to contribute, create a sense of solidarity, and a sense of ownership to the da'wah program. However, as revealed by Mr. Muntoha Siregar and Mr. Hendra, there are also negative impacts that need to be considered, such as potential conflicts in deliberations, limited resources, and the risk of dependence on community participation.

Camel Strips, et.al. (2024) explained that there are several impacts that can be seen from the implementation of organizational culture on community participation in da'wah activities, namely;

1. The positive impact of the tradition of visiting is the building of unity and unity in society. This is in line with the organization's culture that emphasizes the values of togetherness, honesty, and openness. In the context of da'wah activities, the tradition of visiting encourages good relations between community members and strengthens social solidarity. Thus, the Sigulai people can collaborate in various da'wah activities, which not only prioritize spiritual aspects, but also social aspects, such as the preservation of art and culture that are part of their identity.
2. negative impacts that arise, such as the problem of khalwat and commotion on the happy night. This impact shows the challenges faced in maintaining existing traditions. In the context of organizational culture, this problem can damage the reputation and integrity of da'wah administrators and reduce community participation. If not handled properly, this negative impact can disrupt public trust in the da'wah activities carried out.

Although the organizational culture implemented in Lau Dendang Village provides many benefits, there are various obstacles faced in its implementation. One of the main challenges is the lack of awareness and active participation of some people, especially those who are stuck in the daily grind. Less effective communication is also an obstacle, where

information about da'wah activities is not always conveyed to all residents. In addition, limited resources, both financial and facilities, are obstacles in carrying out da'wah activities effectively. Ustadz Wahyu highlighted the importance of collaboration between da'wah administrators and the community to overcome this challenge, as well as the need for a more inclusive approach so that the community is willing to participate actively.

## CONCLUSION

Organizational culture has a central role in influencing the dynamics of da'wah management in Lau Dendang Village. This research highlights the importance of understanding the values and norms that underlie the interaction between management, members, and the community. The organizational culture that is applied includes values such as togetherness, honesty, and openness, which are internalized in every da'wah activity. The results of the interview with Mr. Muntoha Siregar show that the principle of mutual cooperation is the main pillar in da'wah activities. The community voluntarily contributes in preparing for studies, establishing close relationships and building a sense of ownership of da'wah programs. The deliberation approach that involves the community in planning activities also strengthens the participation and success of the implementation of da'wah.

The impact of implementing a strong organizational culture can be seen in increasing community participation in da'wah activities. The community feels more responsible and involved in various activities, both recitation and social service. The results of the interview with Mr. Muntoha Siregar revealed that strengthening social solidarity and a sense of ownership of da'wah programs is a positive result of this collaborative culture. Communities not only participate, but are also involved in decision-making through deliberation, which creates a harmonious and sustainable environment. Despite some challenges, such as potential conflicts and limited resources, the organizational culture that is implemented still encourages active community participation.

In an effort to increase community participation, Lau Dendang Village faces various obstacles. The results of the interview with Ustadz Wahyu highlighted the lack of awareness and active participation from some people, as well as communication challenges that affect the delivery of information about da'wah activities. Limited resources, both financial and facilities, are also obstacles in the implementation of activities. To overcome these challenges, it is important for da'wah administrators to establish better collaboration with the community and implement an inclusive approach in inviting active participation. Thus, the implementation of organizational culture in da'wah management is expected to achieve the desired goals and have a positive impact on the development of society as a whole.

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