The Dominance of Organizational Culture towards the Effectiveness of System Based on Islamic Values

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Abstract: Organizational culture is the dominant value or habit that becomes the driving force for an organization. Values, thoughts, and symbols based on Islam that influence the norms of behavior, attitudes, habits, and habits of a person in various fields become the culture of Islamic organizations that are believed to be true. The fundamental problem in this research is that organizations do not understand what the dominant organizational culture is today, how effective the system users are with these cultural conditions, and whether the current level of effectiveness of the dominant culture follows Islamic values. Previous research shows the relationship between organizational culture and effectiveness, while this study adds new variables, and proves the relationship of organizational culture dominance model with system effectiveness based on Islamic values on practical contribution, and creates a new model on theoretical contribution. The research phase begins with finding the current dominant organizational culture using the Organizational Culture Assessment Instrument and the Cultural Values Framework Instrument. Next, look for the relationship between the current dominant organizational culture and the effectiveness of the system by using the Delone and Mclean Is Success Model. Then combine the second model based on Islamic values using Structural Equation Modeling (SEM) - Partial least square (PLS). The result of this research is that there is a relationship between the dominance of the current organizational culture and the effectiveness of information systems. This is because the dominant organization is a clan that is familial in reaching an agreement, commitment between members in communicating, increasing the intensity of members in using information systems, systems that are easy to reach and use, and the quality of information systems that are easy, effective, and accountable. Meanwhile, the dominance of organizational culture on the effectiveness of information systems based on Islamic values has not been fully proven. This means that the dominance of organizational culture on the effectiveness of the Islamic values information system still needs to be adjusted to the four indicators on the Islamic values variable showing the closeness of values.

Index Terms: Success Model Delone and Mclean, Organizational Culture, System, Islamic Values, OCAI.

1. Introduction

Organizational Culture is an attribute or feature or character of an organization that is built socially and provides a function as "social glue" that can bind an organization together [1]. Organizational Culture is the dominant values or habits in an organization that form the basis of the organization's movement [2,3]. The ability of an organization to implement organizational culture values can support the organization to grow and develop in a sustainable manner so that the organizational culture, in this case, plays an important role as a corporate value in acting and resolving various problems, as well as supporting the realization of the organization's vision and mission [4,5].

Organizations have a direct impact on information technology through organizational culture, namely decisions about how technology will be used and what role is played in the organization [6]. Effective utilization of information systems is strongly influenced by an organizational culture that comes from the traditions and habits of individuals in it. Organizational culture also shows a positive relationship between information technology, information systems, and managerial performance [7,8]. In addition, increased resources are invested in Information Systems infrastructure in organizations that provide services and as enablers in generating value and implementing better and effective governance [9].

Information Systems are defined as units of interconnected components that process, store, and distribute information to support decision making and control within an organization [10,11]. Organizations have a direct impact on information technology through organizational culture [12]. Organizational culture consists of various aspects where the most important aspect is value. Values, thoughts, and symbols based on Islam that influence the behavior of norms, attitudes, faith, and habits in some areas of life become the culture of Islamic organizations and is something that is believed to be a truth [13]. Islamic values are essentially a collection of life principles and teachings on how humans should live their lives in this world, both personally and in an organization [14].

Effective utilization of information systems is strongly influenced by an organizational culture that comes from individual traditions and habits in it [6]. Organizational culture is the dominant values [2], the most important aspect of organizational culture is the value [15]. The principles of life and the teachings of how humans live are Islamic values. Based on this explanation, this study analyzes the organizational culture variables and their effectiveness on the information system based on Islamic values. The case study conducted is on Islamic campuses in Indonesia. This research is expected to be able to see the variables of the dominance of organizational culture on the effectiveness of existing information systems on Islamic campuses that are in accordance with Islamic values. Previous research has shown the relationship between organizational culture and effectiveness [15,16]. Meanwhile, this study adds one variable, namely Islamic value and proves the relationship of the organizational culture dominance model with the effectiveness of the system based on Islamic values on practical contributions, and creates a new model in contribution theory.

2. Thoretical Framework

2.1. Organizational Culture

Broadly speaking, organizational culture is a shared value system of important matters and constitutes beliefs about how an organization works. According to [17] organizational culture is a value that is owned by an organization, which is felt and understood by all members of the organization. Meanwhile [18,19] defines organizational culture as patterns of beliefs, symbols, rituals, and myths that function as adhesives in uniting organizations and always develop over time. Organizational culture is often portrayed in a shared sense.

Organizational culture has four types as measured by OCAI, namely Clan Culture, Adhocracy Culture, Market Culture, and Hierarchy Culture. Clan Culture is more focused on relationships and family systems (clans) that are very prominent. The leadership style that develops is usually more likely to facilitate conflict or all problems that develop within the organization. Whereas Adhocracy Culture tends to flow with organizational meaning which is not limited by structure. This model is more concerned with creating situations where employees can freely express and channel their creative and innovative ideas. Market Culture prefers intense and high competition. The leadership style developed is a formidable competitor and supporter. This criterion is more focused on conquering competitors and achieving targets. The management guidelines used are none other than the principle of competition in achieving productivity. Finally, the Hierarchy Culture is very concerned about good structure and neatness in the organization. All work processes are regulated in a standard and systematic manner. The leadership style used is a coordinator with strong and tight mentoring functions, and superior organizers [20].

2.2. Relationship Between Organizational Culture and Information System

Information systems can be used to reduce the influence of interdependence [8,21,22]. According to [7,8,23], show a positive relationship between information technology, information systems, organizational culture, and managerial performance (Figure 1). In addition, information systems also affect customer service [24] and information systems have a large influence in presenting information in a broad scope [25].

Organizational culture can create cohesion between organizational members as well as social control within the company when members cannot be controlled in a formal way of dealing with the implementation of information systems [26]. Attention to organizational culture in the implementation of information systems can increase the satisfaction of all internal collaborators of the company so that it can reduce the anxiety created by the system [26]. Thus, an organizational culture that supports the integration of information technology and organizational growth [27] can be a success factor in developing information system implementation. Therefore it can be said that organizational culture and information systems can influence each other where the components of information systems are part of organizational culture.

Changes can also occur in the ongoing organizational culture if the culture is not in accordance with the values that can increase organizational effectiveness [28]. The interrelated relationship between organizational culture and data can determine how successful an information system is. Meanwhile, organizational culture can be the main competitive advantage instrument [29]. Organizational culture and organizational structure also influence the implementation of information systems [30]. The relationship between information technology, information systems, data, and organizational culture can be seen in Figure 1.
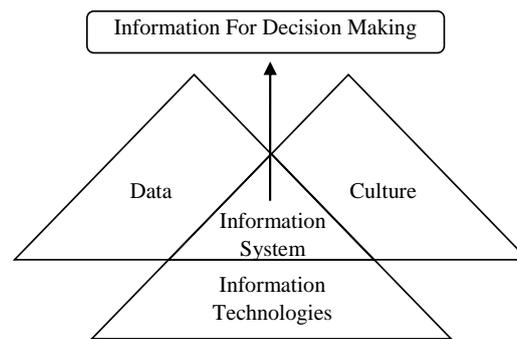
Fig.1. Effects of information technology, information systems, data and organizational culture [26].

2.3. Organizational Culture Assesment Instrument (OCAI)

OCAI is an instrument of measuring organizational culture based on the Competing Values Framework. This instrument is a theory developed to understand the culture and organizational phenomena that aims to determine the direction in which companies are grouped based on culture, namely clan culture, adoration, market, and hierarchy to support their goals and also to identify elements in the culture that can oppose the mission and goals [20].

OCAI aims is to assess the six key dimensions of organizational culture that are related by the type of culture that has been described, the dimensions of culture namely [31]:

- Dominant characteristics. This dimension shows what characteristics are easily seen and are most prominent in an organizational environment.
- Organizational leadership. This dimension shows what leadership styles which exist in the organization, leadership models, and subordinates' perceptions of existing leadership models.
- Employee Management. This dimension shows how the management of employees in an organization, both group and individual management.
- Organizational Adhesives. This dimension shows what values are used in bonding all the resources in an organization.
- Strategic Emphasis. This dimension shows how organizations focus on all elements in achieving existing strategic missions.
- Success Criteria. This dimension shows how companies set standards in achieving existing goals.

This OCAI instrument takes the form of a questionnaire that requires respondents' responses. OCAI measurements are made based on a scale called the Ipsative Rating Scale where individuals are asked to divide the value of 100 for four alternative answers on each dimension of culture [32]. This is done to find out which culture is more dominantly used by companies in the past or at present. The second measurement taken is to take 100 points to find out what the respondent wants at the company so that the desire to change can be measured. Measurements were made using 6 OCAI variables so that the results obtained scores depicting the six dimensions of culture as a whole in a rigorous organization, both scores for current and expected cultures [33].

2.4. IS Success Model Delone and McLean

This proposed model reflects the dependence of six measures of information system success. The six elements or factors or components or measurements of this model include system quality, information quality, use, user satisfaction, individual impact, and organizational impact. This success model is based on the processes and causal relationships of the dimensions in the model. This model does not measure the six dimensions of measuring information system success independently, but measures it as a whole where one influences the other. Figure 2 is a Delone and McLean Model [34].
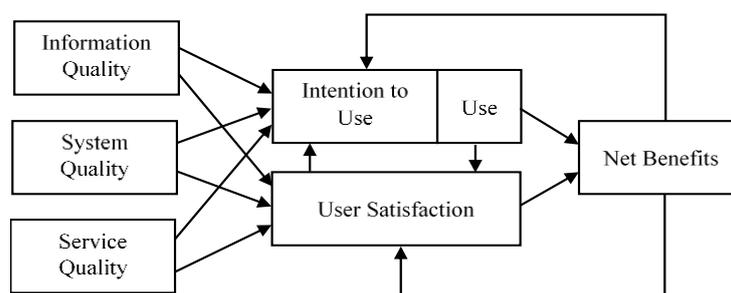
Fig.2. Update IS Success Model [34].

2.5. Islamic Values

Islamic values are the characteristics or things that exist in the Qur'an as the basis for determining the behavior of a person that is useful for humanity to live in the world and the hereafter [35]. Islamic values are principles that are believed to be based on the sources of Islamic teachings, namely originating in the Qur'an and Al-Hadith as guidelines in behaving someone to achieve the pleasure of Allah SWT in the world and the hereafter. Then in the Al-Qur'an and Al-Hadith, there are three basic aspects as a goal of human life, namely aqeedah, morals, and worship [36]. Aqeedah will not be far from matters of faith, then akhlaq which is a form of ethical behavior and actions, and worship is a form of deeds of faith. Reflecting the values of Islam in all habits in behavior is including worship. Therefore, these habits and cultures are khasanah or good cultures.

Islamic values are every belief that is realized by worship in accordance with existing culture and habits. Suitability between cultures recognized by the organization or company can be desired, depending on the will and values of each individual. The appreciation of the values or meanings of life, religion, experience, and education must be directed to create productive and applicable work attitudes so as to produce morality on the value of an attitude [37].

3. Methodology

3.1. Research Methodology Flow

This research methodology is divided into two sides, namely relevance (according to the facts in the field) and Rigor (knowledge). This research model was adopted from Hevner's framework for conducting research from two directions [38]. The determination of the research methodology also refers to the [39] research flow which is also the result of the adoption of the Hevner's framework. The flow of methodology carried out in this study can be seen in Figure 3.
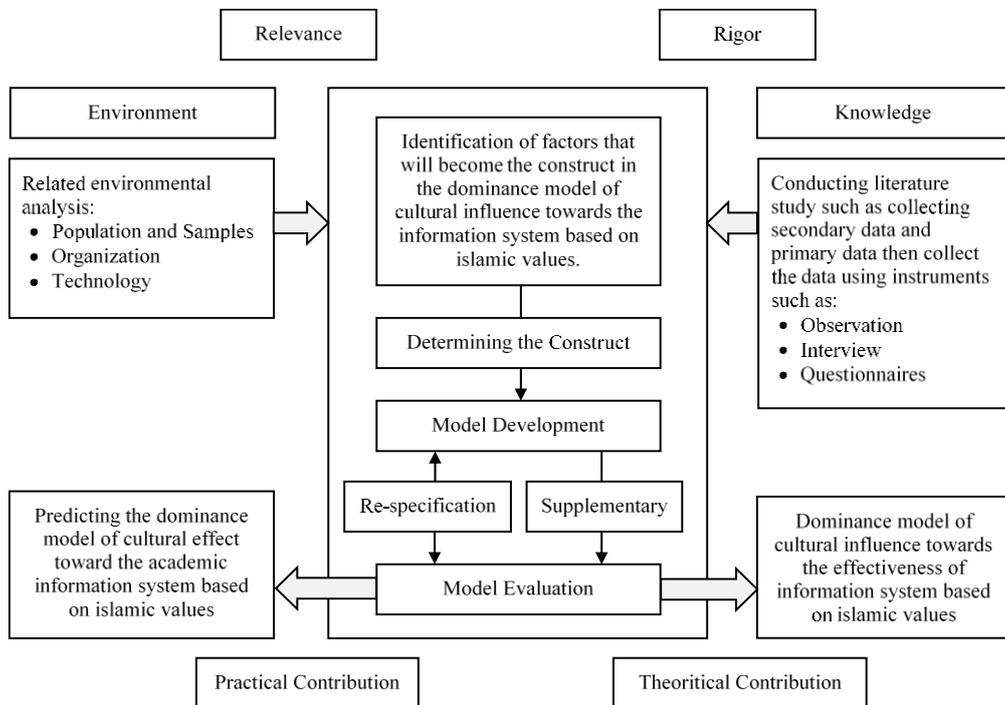

Fig.3. Research flow.

3.2. Population and Samples

Respondent data taken were all students of UIN Suska Riau, especially the Faculty of Science and Technology with a total of 4,338 and a sample of 98 people. Meanwhile, the object of research is the Academic Information System (iRaise).

3.3. Determination of The Construk Delone and McLean Model, OCAI and Islamic Value

Research on the effect of organizational culture on the effectiveness of information systems will use the 6 constructs of the IS Success Model, namely: Information Quality, System Quality, Service Quality, Use, and User Satisfaction which are factors influencing the effectiveness of information system implementation. In addition, it

involves 4 constructs of organizational culture: Clan, Adhocracy, Hierarchy, and Market. Meanwhile, for Islamic values, it consists of 11 constructs, namely: Ash-Sholeh (good and beneficial), Al-Itqon (professional), Al-Ihsan (doing good and better), Al-Mujahadah (hard work and optimal), Tanafus (competence), and Taawun (help each other), Observing the value of time, Siddiq (honest), Istiqomah (consistent), Fathonah (smart), Amanah (responsibility), and Tabliq (role model). This predetermined construct was then used as a hypothesis in this study.

3.4. Model Determination

This research model was built by combining two models, namely: IS Success Model and CVF (OCAI) on the construct of Islamic values to determine the influence between the dominance of organizational culture and the effectiveness of information systems based on Islamic values. Based on the model, a hypothesis can be arranged as follows:

H_1: Does the dominance of organizational culture (BO) have a positive and significant effect on the effectiveness / Net Benefit (NB) of information systems.

H_2: Does the dominance of effective organizational culture (BO)/Net Benefit (NB) in the use of information systems have a positive and significant effect on Islamic values.

4. Analysis and Discussion

4.1. Cultural Dominance on The Effectiveness Information System

In determining the culture of this study using the OCAI model with CVF instruments consisting of four competitive values that correspond to four types of organizational culture, namely: Clan, Adhocracy, Hierarchy, and Market. OCAI measurements are made based on a scale called the Ipsative Rating Scale with a slight change where respondents are asked to divide 100 points over four alternatives that correspond to the four types of culture based on each organization to see the dominant and expected organizational culture.

These measurements produced an organizational culture that runs now and that is expected. The results of this organizational culture measurement were obtained from the average calculation of each characteristic using MS Excel with the results that can be seen in Table 1 and Figure 4.

From these calculations, the highest average value is made into the dominant culture. Seen from Table 1 the results of the calculation of dominant culture are the Clan with a value of 43.72. This value means that organizational culture tends to be more familial to reach agreement and commitment through the involvement of communication between members of the organization. So that mutual respect, cooperation, and involving the participation of users in the organization in dealing with conditions or solve problems.

Table 1. Result of Mesurement of Organizational Culture (Now)

| Characteristics	Now				Expected			
	Clan	Adhocracy	Market	Hierarchy	Clan	Adhocracy	Market	Hierarchy
Dominant Characteristic	47.17	37.17	35.83	43.17	50.00	36.83	40.33	36.17
Organizational Leadership	43.00	39.33	42.33	38.67	48.00	39.83	32.00	43.17
Personal Management	44.17	40.83	40.17	38.17	47.00	38.50	39.67	39.00
Organizational Adhesive	39.67	36.83	43.17	43.00	47.17	37.17	39.17	40.50
Strategy Emphasis	41.50	43.17	36.17	43.17	44.17	40.83	42.00	36.50
Succes Criteria	46.83	39.83	39.50	38.00	44.50	41.67	36.67	40.67
Average	43.72	39.53	39.53	40.69	46.81	39.14	38.31	39.33
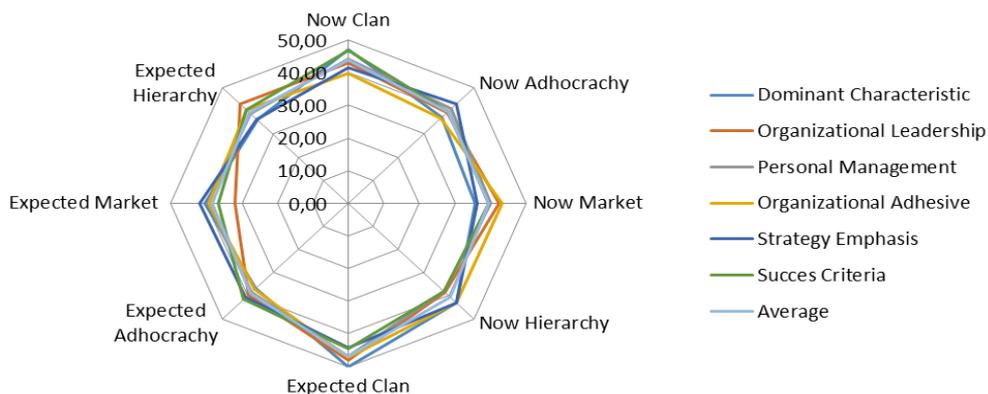
Fig.4. General Description Based on Gender.

4.2. The Dominance of Organizational Culture on The Effectiveness of Information System

The model built in this study used SEM PLS 3.0 software. The model designed is as follows:

A. Path Diagram

The design model is analyzed through the path diagram that has been designed previously. From this path diagram generated values from the measurement model (outer model). Outer model evaluation is carried out to assess the validity and reliability of the model. Figure 5 is the result of outer loadings.
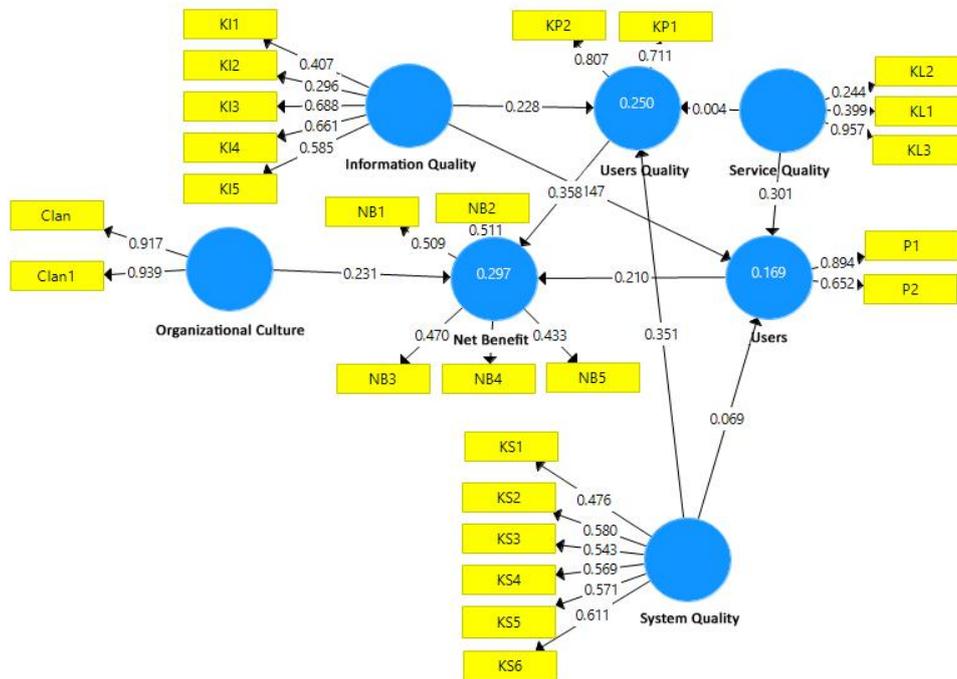

Fig.5. Outer Loadings of the Dominance of Organizational Culture on the Effectiveness of Information Systems.
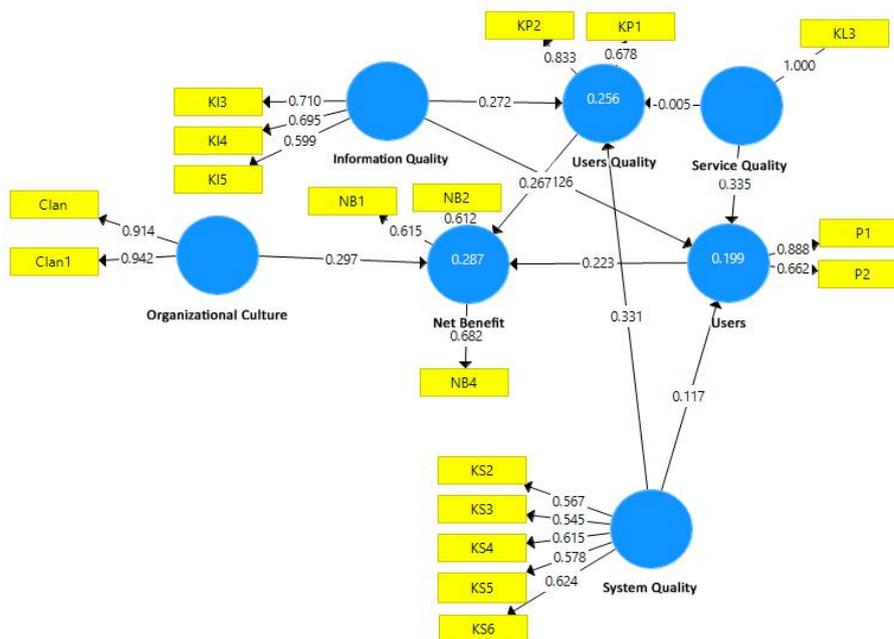

Fig.6. Results of the Outer Loading Value Path Diagram Calculation after Recpecification.

From the results of outer loadings (Figure 5), it is seen that constructs have discriminant validity and whether the instruments used are valid or not. At the convergent validity stage, some indicators do not meet the standard (<0.50) which must be discarded. The previous model design was specified by removing indicators that did not meet the standards. After doing the path diagram re-verification, the next step is to re-estimate to see the value of convergent validity. Figure 6 is the result of the calculation (re-estimation) of the path diagram to determine the outer loading value of each indicator.

The purpose of re-estimation is to find out or see whether the loading value meets the standard of convergent validity. Data declared is accepted if it meets the standard value > 0.50.

B. Composite Reliability, Cronbach's Alpha, and AVE

The next step is to determine the value of the outer model with the calculation of discriminant validity. This calculation is done by measuring the value of cross-loadings which later to get the average variance extracted, composite reliability, and Cronbach's alpha values which are seen in Table 2.

The standard measurement for the AVE value is > 0.50 which proves that the value shows a good discriminant validity value. In addition to measuring validity, in measuring the model reliability measurements are taken. This measurement is carried out to prove the accuracy, consistency, and accuracy of instruments in measuring constructs. Ratings that are commonly used to assess construct reliability are stated to be reliable if the composite reliability value is > 0.60. Therefore it can be proven that the value of composite reliability indicates a reliable value. Meanwhile, the Cronbach alpha value is reliable if it is greater than 0.70.

Table 2. Descriminant Validity Calculations

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Organizational Culture	0.841	0.863	0.926	0.862
Information Quality	0.381	0.371	0.708	0.449
Service Quality	1.000	1.000	1.000	1.000
Users' Quality	0.274	0.287	0.730	0.577
System Quality	0.527	0.527	0.723	0.344
Net Benefit	0.284	0.269	0.672	0.406
Users	0.391	0.448	0.756	0.613

C. H1: Does the Dominance of Organizational Culture (BO) have a positive and significant effect on the effectiveness/Net Benefit (NB) of the information system

The next test is to do a statistical t test. This is done to see the value of the parameter coefficient and statistical significance value t and find out whether the hypothesis in the model can be accepted or rejected. If the results of the statistical t test are greater than t table (1.96) then the hypothesis can be accepted. But if t statistic is smaller than t table then the hypothesis is rejected.

If the results of the statistical t test are greater than t table (1.96) then the hypothesis can be accepted. But if t statistic is smaller than t table, the hypothesis is rejected. Because the results of tests conducted on the relationship between latent variables of Organizational Culture and Net Benefit latent variables were 3.196 (Table 3), the first hypothesis was accepted. This shows that organizational culture has a positive and significant effect on the effectiveness/Net Benefit of the information systems. This means that organizational culture has a positive and significant effect on the effectiveness of the information system. This is also because the organization tends to be more familial in reaching agreements and commitments through the involvement of communication between members, increasing the intensity of members in using the information system, making it easier for member to fill and the information system is easily understood and understood by members. The quality of the information system is easy to use and easy to learn to produce effective work for member as well as good and accountable information.

Table 3. Parameter Coefficient Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Culture → Net Benefit	0.297	0.295	0.093	**3.196**	0.001
Information Quality → Users' Quality	0.272	0.288	0.115	2.378	0.018
Information Quality → Users	0.126	0.152	0.125	1.014	0.311
Service Quality → Users' Quality	-0.005	0.007	0.093	0.052	0.959
Service Quality → Users	0.335	0.314	0.112	2.996	0.003
Users' Quality → Net Benefit	0.267	0.252	0.141	1.894	0.059
System Quality → Users' Quality	0.331	0.343	0.139	2.378	0.018
System Quality → Users	0.117	0.120	0.218	0.536	0.592
Users → Net Benefit	0.223	0.240	0.091	2.453	0.014

4.3. The Dominance of Organizational Culture on The Quality of The Information System Based on Islamic Values

A. Path Diagram

The design model is analyzed through the path diagram that has been designed previously. From this path diagram, the value of the measurement model (outer model) is generated. Evaluate the outer model is done to assess the validity and reliability of the model. Figure 7 is the result of outer loadings.
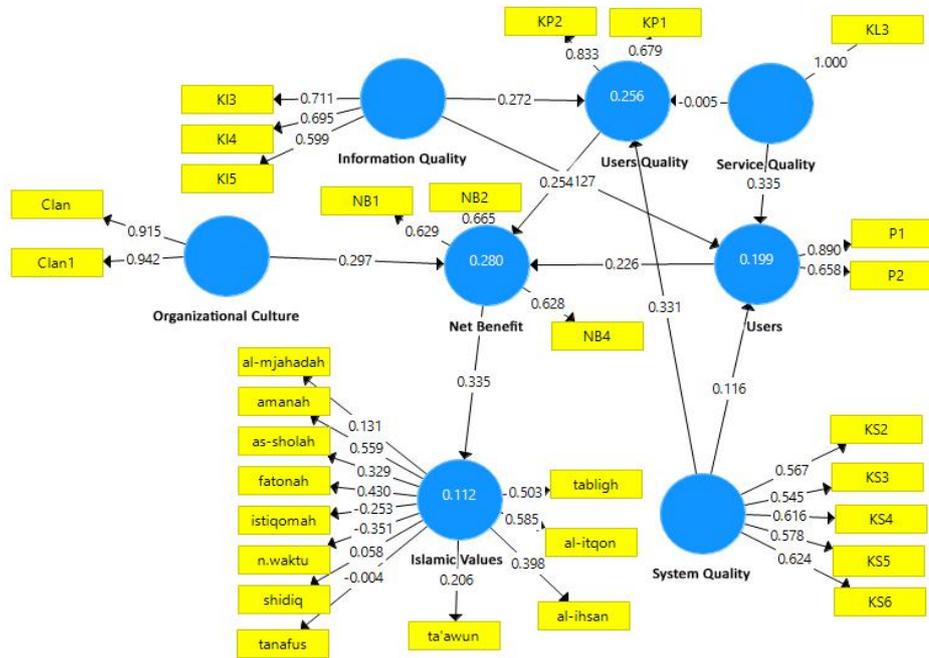

Fig.7. The Results of the Outer Loadings on the Effectiveness of Information System Based on Islamic Values.

From the results of outer loadings, it is seen that constructs have discriminant validity. This is used to see whether the instrument used is valid or not. At the convergent validity stage, there are indicators that do not meet the standard (<0.50) which must be discarded. Design a model that was previously specified by removing indicators that do not meet the standard.
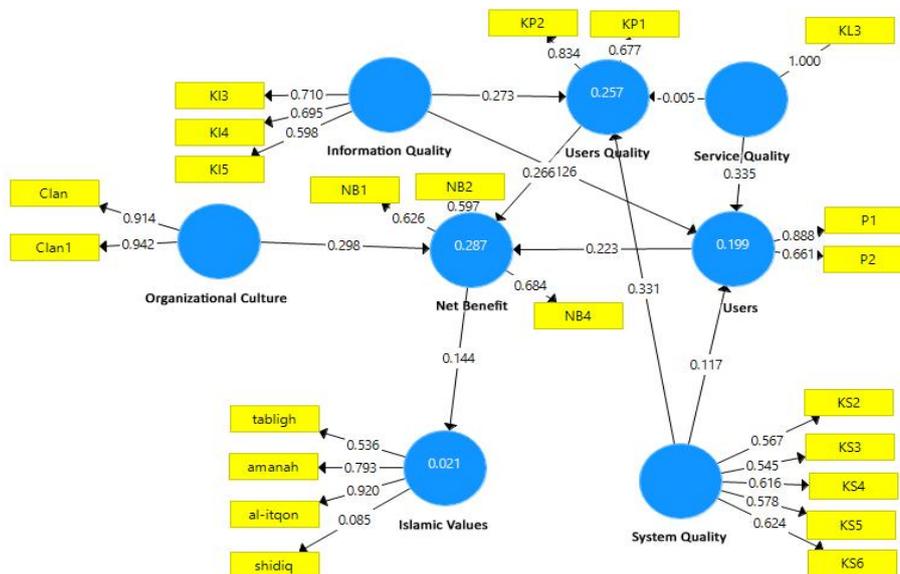

Fig.8. The Results of Outer Loading Value Path Diagrams Calculation on the Effectiveness of the Information System Based on Islamic Values after Recpecification.

After the path diagram re-verification process is done, the next step is to re-estimate to see the value of convergent validity. Figure 8 is the result of the calculation (re-estimation) of the path diagram to determine the outer loading value of each indicator. The purpose of re-estimating is to find out whether the loading value meets the standard of convergent validity or not. This is done because the data is declared acceptable if it meets the standard values above 0.50. Meanwhile, Figure 9 is the result of this study in the form of a new model that combines organizational culture on effectiveness based on Islamic values.
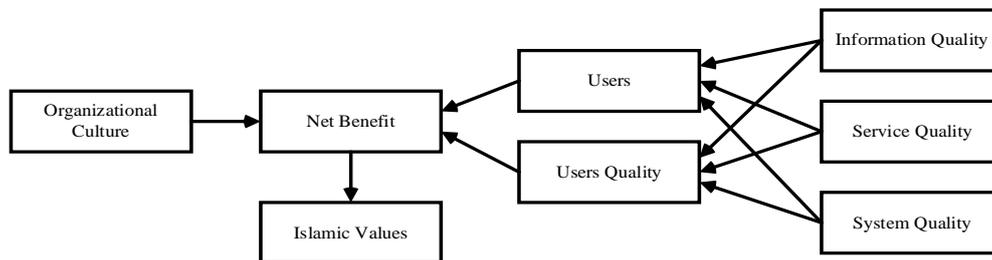

Fig.9. Organizational Culture Model toward System Effectiveness Based on Islamic Values.

B. Composite Reliability, Cronbach's Alpha, and AVE

The next step is to determine the value of the outer model by calculating discriminant validity. This is done by measuring the value of cross-loadings to get the average variance extracted, composite reliability, and Cronbach's alpha values as shown in Table 4.

The standard measurement for AVE is >0.50, which indicates that the discriminant validity is good. In addition to measuring validity, in measuring the model also carried out reliability measurements to prove the accuracy and consistency of the instrument in measuring constructs. The assessment used to assess the reliability of the construct is declared reliable if the composite reliability value >0.60 so that it can be proven that the composite reliability value is reliable. Meanwhile, the Cronbach alpha value is >0.70 which indicates that the value is reliable.

Table 4. Composite Reliability, Cronbach's Alpha, and AVE

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Organizational Culture	0.841	0.863	0.926	0.862
Information Quality	0.381	0.371	0.708	0.449
Service Quality	1.000	1.000	1.000	1.000
Users' Quality	0.274	0.288	0.730	0.577
System Quality	0.527	0.527	0.723	0.344
Net Benefit	0.284	0.266	0.671	0.405
Users	0.391	0.449	0.756	0.613
Islamic Values	0.595	0.924	0.709	0.442

C. H2: Does the Dominance of Effective Organizational Culture/Net Benefit (NB) in the Use of Information Systems Have a Positive and Significant Impact on Islamic Values.

The next test is to do a statistical t test to see the value of the parameter coefficient and the significance value of t statistics and find out whether the hypothesis on the model can be accepted or rejected. Table 5 shows the results of statistical tests of organizational culture dominance that are effective in the use of the information system. If the results of the statistical t test are greater than t table (1.96) then the hypothesis can be accepted. But if t statistic is smaller than t table then the hypothesis is rejected.

The results of tests that have been carried out on the relationship of latent variables of organizational culture to net benefits based on latent variables from Islamic Values are 0.766. This means that the second hypothesis is rejected because it is smaller than the standard value of t table (1.96). This shows that the dominance of effective organizational culture (BO)/Net Benefit (NB) in the use of the information system does not have a positive and significant effect on Islamic values. This means that the organizational culture dominance has a positive and significant effect on the effectiveness of the information system, but needs to be adjusted in its entirety to Islamic values. That is because members in using the information system have not worked optimally according to their abilities (Al-Mujahadah), have not been competent fairly in carrying out their work or assignments (Tanafus), have not helped other parties when experiencing difficulties in their work and assignments (Ta'awun), have not arrived on time (Observing the Value of Time), and has not been consistent with the responsibilities given in carrying out each task and obligation (Istiqomah). However, members of the orgnization have given examples of kindness to juniors (Tabligh), provide optimal support of knowledge and abilities at the organization (Al-Itqon), and in terms of their speech and deeds that are already by Islamic values (Siddiq).

Table 5. Statistical T_Test Result On The Dominance of Effective Organizational Culture in The Use of Information System

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Culture → Net Benefit	0.298	0.305	0.095	3.141	0.002
Information Quality → Users' Quality	0.273	0.289	0.110	2.470	0.014
Information Quality → Users'	0.126	0.153	0.119	1.059	0.290
Service Quality → Users' Quality	-0.005	-0.001	0.103	0.046	0.963
Service Quality → Users	0.335	0.313	0.114	2.926	0.004
Users' Quality → Net Benefit	0.266	0.247	0.140	1.897	0.058
System Quality → Users' Quality	0.331	0.332	0.150	2.214	0.027
System Quality → Users'	0.117	0.125	0.223	0.525	0.600
Net Benefit → Islamic Values	0.144	0.169	0.188	**0.766**	0.444
Users → Net Benefit	0.223	0.233	0.097	2.293	0.022

5. Conclusion

The practical contribution of the results of this study is that there is a proven relationship between the dominance of current organizational culture and the effectiveness of information systems. This is now because the dominant organization is Clan which is familial in reaching agreements, commitment to involvement between members in communicating, increasing the intensity of members in using information systems. After all, they are easy to understand and use and the quality of information systems is easy to learn, effective, and accountable.

Meanwhile, the dominance of organizational culture on the effectiveness of information systems based on Islamic values has not been fully proven. This means that the dominance of organizational culture on the effectiveness of information systems based on Islamic values still needs to be adjusted, although the four indicators on the Islamic values variable show the closeness of values such as : organizational members have been following the responsibilities given (istiqomah), have set a good example (tabligh), providing support for optimal knowledge and abilities in the organization (Al-Itqon), according to words and deeds (shiddiq). While the theoretical contribution produces a new model by combining organizational culture on effectiveness based on Islamic values.

Acknowledgment

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