

APPLICATION OF RELIGIOUS, MORAL, ETHICAL AND TRADITIONAL VALUES IN MANAGEMENT

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Abstract

The application of religious, moral, ethical and traditional values in management is becoming increasingly relevant in the midst of integrity crises that often hit organizations. Various cases such as corruption, abuse of power, and exploitation of human resources show the urgent need to integrate these values into every managerial process. Without a strong foundation of these values, the sustainability of the organization will be threatened, both in terms of reputation and long-term success. Religious values provide a basis for moral and spiritual-based decision making, which supports the creation of an inclusive and ethical work culture. Ethical and moral principles play an important role in ensuring transparency, fairness and social responsibility in organizations. In addition, local traditions, such as mutual cooperation, deliberation, and family values, can be integrated into modern management systems to create a more contextual and humanistic approach. The research method in this paper uses a qualitative type of library design, with data collection methods collecting reading books, journals and other electronic references. This is done by analyzing primary data from main references and secondary data from supporting references. The aim is to explain how religious values can be implemented in management practices, analyze the role of morals and ethics in increasing organizational effectiveness, explore the integration of local traditions into modern management systems, and provide examples of the application of these values in developing the socio-cultural competence of State Civil Apparatus. (ASN) in Aceh and North Sumatra.

Keywords: *Religious Management, Ethical Management, Traditional Values*

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1. INTRODUCTION

According to Frances Hesselbeins, management is the process of organizing, regulating, managing human resources (HR), up to controlling in order to achieve the goals of an activity. Management is very necessary for personal and business needs. Management can make a business develop more because it is carried out

structurally and procedurally. Thus, the management process will help in making good and quality decisions.

In the world of modern management, technological developments and globalization have brought significant progress, but have also given rise to various new challenges, especially those related to aspects of morals, ethics and traditional values. Management is no longer just about achieving organizational goals in an efficient and effective manner, but must also pay attention to the dimensions of human and cultural values.

The application of religious, moral, ethical and traditional values in management is becoming increasingly relevant in the midst of integrity crises that often hit organizations. Various cases such as corruption, abuse of power, and exploitation of human resources show the urgent need to integrate these values into every managerial process. Without a strong foundation of these values, the sustainability of the organization will be threatened, both in terms of reputation and long-term success.

In particular, religious values can be a guide in making decisions based on the principle of universal goodness, while morals and ethics help maintain justice, transparency and social responsibility in carrying out managerial duties. Meanwhile, traditions inherited from local culture can be an important asset that strengthens organizational identity and builds harmonious relationships between the organization and its surrounding environment. Thus, research on the application of religious, moral, ethical and traditional values in management is very important to identify benefits, challenges and effective implementation strategies. This aims to build management practices that are not only economically successful, but also socially and spiritually dignified.

2. METHODOLOGY

The research in this paper uses a qualitative type of library design, with data collection methods collecting reading books, journals, and other electronic references. The researcher analyzes through primary data from This research aims to determine the role of business ethics (Museum, 2019). This study aims to determine the role of business ethics (Museum, 2019). The study is based on expert opinions about business ethics and its role in the

company. in the company. (Merangin et al., 2018). Analyzing the results of the review according to existing data developed to find the concept of novelty.

3. RESULT

The implementation of religious values, morals, ethics, and traditions in management has an important role in creating an organization that is not only profit-oriented, but also socially and spiritually dignified. Religious values, such as honesty, justice and integrity, can guide moral decision-making and build a positive work culture. In addition, strong business ethics encourage transparency, accountability and social responsibility in every organizational policy, thereby reducing the risk of internal conflict and increasing stakeholder trust.

The integration of local traditions in modern management systems has also proven to have a positive impact on organizational effectiveness. Concepts such as gotong royong, musyawarah, and kekeluargaan that have long been part of Indonesian culture can be applied in management strategies to create more solid and inclusive cooperation. Case studies in Aceh and North Sumatra show that socio-cultural competence in bureaucracy can improve the quality of public services and build harmonious relationships between government and society.

In facing the challenges of globalization and digitalization, organizations need to balance local values with modern management standards. Training and education on religious, moral and cultural values are needed so that these values can be effectively applied in the workplace. By promoting ethical and social principles, organizations can not only improve performance, but also create a more just, harmonious and sustainable environment.

4. DISCUSSION

1. Implementation of Religious Values in Management

The implementation of religious values in management plays an important role in building an ethical and moral organizational culture. Religious values, such as honesty, justice, integrity and social responsibility, guide decision-making in a more ethical and humane manner. In the business world, these values can increase employee trust and loyalty and build a better organizational reputation in the eyes of the public. Studies show that organizations that apply religious principles in their

operations tend to have higher levels of job satisfaction and more harmonious working relationships. However, the challenge in implementing religious values is how to accommodate the diversity of beliefs in the organization without creating exclusivity or discrimination.

Islamic-based management is based on the principles of principles contained in the Quran. These principles include fairness, honesty, responsibility, balance, and sustainability between individual and customer interests. between the interests of individuals and customers. The application of Islamic values in management values in management can have a positive impact on customer loyalty. loyalty. Consumers who feel that Islamic values are respected and implemented in hotel services tend to be more loyal and satisfied. This This shows that good service quality has a positive positive influence on consumer satisfaction and loyalty. By applying Islamic values in Islamic-based management practices.

Organizations should integrate religious values into the vision, mission, and work culture so that it becomes a guideline for all members in acting. Leaders of the organization need to provide real examples Organizational leaders need to provide real examples in applying religious values, so that they become role models for employees. Training and socialization on religious values and work ethics training and socialization on religious values and work ethics need to be conducted periodically to improve understanding and consistency in and consistency in its application. The organization must create an inclusive environment to respect the diversity of beliefs, so that each individual feels valued and comfortable at work.

2. Implementation of Ethics and Morals in Management

Ethics and morals are the cornerstones of sustainable and responsible management. Ethics in management is not only concerned with regulatory compliance, but also with transparency, fairness and accountability in decision-making. Organizations that implement good business ethics will have stronger relationships with customers, investors, and society. Case studies such as the Jiwasraya case show that failure to apply ethics in business can adversely affect the sustainability of the company. Therefore, the implementation of a strict code of ethics

and good supervision are important steps in creating a healthier and more professional work environment.

On the other hand, the application of ethics in management involves a high level of transparency and accountability. Organizations must account for their actions and decisions to shareholders and shareholders as well as society. With this implementation, the company is expected to build a better reputation and gain more trust trust, shareholders, and business partners. This has a positive impact on business relationships and the company's image. From an employee's point of view, companies that practice ethics tend to have more satisfied satisfied and feel better about working in an environment where ethics and integrity are embedded in the work culture. integrity in the work culture. The application of ethics is also related to legal compliance. Organizations that adhere to ethics are also more likely to comply with applicable laws and regulations. more likely to comply with applicable regulations and laws.(Yunus et al., 2024)

While ethics management talks about how to acteffectively in all situations with ethical principles or moral aspects as the basis of management. being the basis of management. This means that ethical management is related tohow the managerial function to regulate the behavior of the parties related to the organization through a code of ethics and rules as the basis for management. with the organization through a code of ethics and rules as the basis for management to encourage integrity and ethical behavior.encourage integrity and ethical behavior. Ethics management includes the principles of ethics-based management and what is considered fair and ethical in the scope of work. scope of work

Ethics in business is associated with service to consumers, so thatwith the element of ethics in business, consumers are not harmed by safe, quality, and not disappointing products or services. products or services that are safe, quality, and do not disappoint customers. customers. Honest and transparent marketing practices are an important value in maintaining a sustainable business cycle. in maintaining a sustainable business cycle. Another form of ethics in business is often associated with corporate social responsibility (CSR), which is an effort to make a positive contribution to society and the environment. to make a positive contribution to society and the

environment. This can include charitable programs, environmental sustainability, and community support.. (Yunus et al., 2024)

3. Integration of Local Tradition in Modern Management System

Local traditions have a strategic role in shaping a more inclusive and community-oriented management system. Values such as gotong royong, musyawarah, and kekeluargaan that have long been part of Indonesian culture can be adopted in modern management practices to improve employee engagement and organizational effectiveness. In the case studies in Aceh and North Sumatra, it was found that socio-cultural competence within the bureaucracy plays an important role in improving the quality of public services and building closer relationships with communities. Organizations that are able to combine traditional principles with modern management approaches tend to be more successful in creating business sustainability and building a harmonious work culture.

Local traditions such as gotong royong (collective cooperation), musyawarah (deliberation), and kinship reflect the values of the community.(collective decision-making), and kinship reflect values that prioritize harmony, solidarity and the sustainability of social relations. that prioritize harmony, solidarity and sustainability of social relations. In the daily life of Indonesian society, these values are not only part of the culture but also an informal management system that has been proven to maintain social balance and sustainability. management system that has been proven to be able to maintain social balance and support community-based economic activities. In the context of philosophy of science, local traditions can be seen as a form of practical epistemology that provides a basis for value-based management systems. basis for value-based management systems. This traditional epistemology different from Western epistemologies that often emphasize rationality, individualism, and a linear approach to problem solving. By utilizing local traditions as part of the management system framework, organizations can develop a more contextual, humanistic and inclusive approach, and inclusive.

Modern management developed rapidly with a focus on efficiency, rationality, and technology. However, this approach often lacks sensitivity to the local context, especially in organizations operating in culturally rich societies like Indonesia.

culturally rich societies such as Indonesia. Local traditions have values that are not only relevant but also provide unique solutions to challenges that cannot be solved by management challenges that cannot be solved by conventional management approaches. Values such as gotong royong, deliberation, kinship, and respect for social harmony play an important role in building the foundation of more sustainable and inclusive management.

4. Case Study of the Application of Religious Values, Morals, Ethics, and Traditions in Management

Case studies of bureaucratic environments in Aceh and North Sumatra show that the integration of religious, ethical and moral values in government management has a positive impact on public services. In Aceh, the application of Islamic values in the bureaucracy is the basis for running a fairer and more community-oriented government. Meanwhile, in North Sumatra socio-cultural diversity is both a challenge and a strength in building a management system based on traditional values and pluralism. What these two regions have in common is how religious values, ethics, and local traditions are the main factors in shaping a bureaucracy that is more professional, has integrity, and is close to the community.

By understanding how religious, moral, ethical and traditional values can be integrated in the management system, organizations can develop more adaptive and sustainable strategies. The application of these values not only has a positive impact on business sustainability, but also on the well-being of employees and society at large.

5. CONCLUSION

This paper discusses the application of religious, ethical, moral and traditional values in modern management practices, highlighting the importance of integration of these values to create organizations that are not only profit-oriented but also socially and spiritually dignified. The main conclusions of this paper include:

1. The Importance of Religious Values in Management Religious values, such as honesty, fairness and integrity, contribute to moral decision-making and create an inclusive and ethical organizational culture. The implementation of these values increases employee loyalty and organizational reputation.

2. The Role of Ethics in Management Ethics provide the foundation for fair and responsible decision-making. By implementing a code of ethics, companies can reduce internal conflicts, build stakeholder trust, and create a healthy work culture.
3. Integration of Local Traditions into Modern Management Local traditions, such as gotong royong, deliberation, and kinship, provide unique solutions to challenges in modern management, especially in multicultural environments. These values strengthen social relationships, enhance team cohesion, and provide competitive advantage through contextual adaptation.
4. Challenges in Values Implementation Major challenges include diversity of beliefs, conflicts between religious values and business objectives, and misinterpretation of values. The solution is through education, socialization, and consistent organizational policies. This paper emphasizes that the integration of these values not only improves management effectiveness but also ensures organizational sustainability and harmony in the era of globalization and digitalization.

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