

## Strategic Leadership in Forming Organizational Culture

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### ABSTRACT

Organizational culture determines whether an educational institution can develop or fall behind. This study aims to analyze the role of strategic leadership in shaping organizational culture in schools. The study used a qualitative approach with a case study. Data sources were obtained from principals, teachers, administrative staff, and students through observation, interviews, and documentation techniques. Data analysis was carried out through the stages of data reduction, data display, and verification or drawing conclusions. The results of the study indicate that strategic leadership plays a very important role in building an organizational culture that is disciplined, communicative, collaborative, and oriented towards improving performance. The principal acts as a director, decision-maker, motivator, and role model in instilling organizational values and forming positive work habits. Organizational culture is developed through routine activities, discipline habits, periodic work evaluations, and open communication that are implemented consistently. Strategic leadership also encourages the organization's ability to adapt to change and increases the effectiveness of achieving school goals. The implications of this study indicate that strengthening the strategic leadership competency of principals needs to be a priority in educational management because it contributes to the creation of a strong, adaptive, and sustainable organizational culture. Thus, the success of an organizational culture is greatly influenced by the leader's ability to align organizational strategy with consistently applied values and work practices.

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### 1. INTRODUCTION

Strategic leadership in the world of education is currently very important because schools and universities are facing many changes, ranging from technological developments, curriculum changes, to demands for increasingly high quality education (Nurjanah, Bedi, & Fitri, 2024; Rangkuti & Rozzaq, 2025; Zah, Ilmi, Silvia, & Anggriani, 2025). Organizational culture determines whether an educational institution can develop or fall behind (Hajar & Wahyuni, 2024; Wicaksana & Sihite, 2022). Many schools actually have quite good facilities, but have not been able to build cooperation, discipline, innovation

and healthy communication in their work environment (Dinata, Manan, & Novianti, 2024; Selvia, Putra, & Badrun, 2024; Tannady, Lestari, Supriatna, & Mayasari, 2022). This is often influenced by the leadership style of educational institution leaders.

Leaders who have a clear vision and are able to guide teachers and other educational staff are usually more likely to establish a positive work culture (Hartono, Ilyasin, & Suratman, 2025; Sunardi, Munfarida, & Munir, 2025). Recent research also shows that leadership has a strong relationship with organizational culture and the quality of education (Adzimah, Rahman, Dewi, Mohlas, & Fikri, 2024; Hasanah et al., 2026; Rofik et al., 2026). Furthermore, changes in the world of education post-digitalization require adaptive and strategic leaders to maintain organizational values, habits, and work ethic. Therefore, research on strategic leadership in shaping organizational culture is crucial because it directly relates to the quality and success of educational institutions.

From an Islamic perspective, a leader's success in shaping organizational culture is determined not only by managerial and strategic skills, but also by the exemplary behavior demonstrated in carrying out their duties and responsibilities. Allah SWT states in Surah Al-Ahzab, verse 21: "Indeed, in the Messenger of Allah you have an excellent example to follow." (Supriadi, Fitriana, Ulhaq, & Isyanto, 2023). This verse demonstrates that effective leadership begins with the leader's ability to serve as a role model for organizational members. In the context of educational institutions, the principal, as a strategic leader, plays a role in instilling the values of discipline, responsibility, cooperation, and integrity through consistent behavior. This leader's exemplary behavior will then shape habits, norms, and organizational culture that support the effective and sustainable achievement of educational goals.

Various previous studies have discussed the relationship between leadership and organizational culture in both educational and general organizational contexts. According to Kamariah, (2025) explains that the organizational culture of a school is influenced by the leadership patterns implemented by school leaders. Other research from Mesiono (2024) Research shows that a culture of innovation in education is strongly influenced by a leader's ability to build an open and collaborative work environment. However, most previous research has focused more on transformational leadership in general and has not specifically examined how strategic leadership shapes organizational culture within educational institutions as a whole. Previous research has also focused more on companies or business organizations than on schools and universities. However, educational environments have distinct characteristics related to values, character formation, and the learning process (Zulfiana, Agustina, & Ekowati, 2025). Therefore, this research is here to fill this gap by looking more deeply at the role of strategic leadership in shaping organizational culture in the field of education..

This study aims to understand how strategic leadership can shape organizational culture in educational institutions. The main focus of this study is to examine how educational leaders build values, work habits, communication, discipline, and cooperation within the organization. The main question to be answered is: what is the role of strategic leadership in creating a positive organizational culture in educational environments? This is important because a good organizational culture does not emerge spontaneously, but is formed through a consistent and directed leadership process. Research from Elmansiar (2024) shows that leadership with a long-term vision is able to create a more adaptive and innovative organizational environment. Meanwhile, Ramadani (2024) explains that changes in education require leaders who are able to think strategically to ensure the organization's continued growth. Therefore, this research is expected to provide a clearer picture of the importance of strategic leadership in building a healthy and productive educational organizational culture. This research is based on the assumption that strategic leadership has a significant influence on the formation of a positive organizational culture in educational institutions. Leaders who are able to develop a vision, make sound decisions, and set an example in their work will more easily create a disciplined organizational environment. Conversely, weak leadership often results in an organizational culture that is disoriented, lacking innovation, and hindering its development. In the educational context, a positive organizational culture can also improve the quality of learning and relationships between school members. Therefore, strategic leadership is considered a crucial factor in shaping an organizational

culture that supports the achievement of educational goals. The implications of this research are expected to provide input for school principals, university leaders, and educational administrators to pay more attention to leadership strategies in building a positive, adaptive organizational culture oriented towards improving educational quality.

## 2. METHODS

This research uses a qualitative approach with a case study approach. The qualitative approach was chosen because the research aims to understand the phenomena occurring in depth and comprehensively based on real-world conditions. The case study method allows researchers to obtain a detailed picture of the situations, activities, and processes occurring within the school environment. The subject of this research is MTs Nurul Muttaqin Bondowoso. This school was chosen because it possesses characteristics that align with the research focus. Through this research, researchers seek to directly understand the various educational activities, social interactions, and institutional conditions within the school, ensuring that the results reflect the actual situation.

The research design in this study uses a qualitative method with a case study approach. Qualitative research emphasizes understanding the meaning, processes, and experiences of the research subjects. This research does not focus on numbers, but rather on descriptive data in the form of words, opinions, behaviors, and field observations. The case study approach was chosen because the researchers wanted to examine a phenomenon in depth within a specific context. Researchers conducted direct observations of conditions within the school to obtain accurate and objective information.

The sources of information in this study were obtained from several informants who were deemed knowledgeable and knowledgeable about the conditions at the school. The primary informants consisted of the principal, teaching staff, administrative staff, and students. The principal was selected because of his or her crucial role in school management and policy-making. Educators serve as a source of information regarding the learning process and educational activities taking place in the classroom. Administrative staff provide information regarding school administration and services, while students serve as a source of data regarding their learning experiences and activities within the school environment. Informants were selected purposively, based on specific considerations, to ensure the data obtained accurately met the research needs.

The data collection process in this study involved observation, interviews, and documentation. Observations were conducted by directly observing various activities and conditions within the school. Through observation, researchers were able to see the real-world situation, thus providing more objective data. Next, interviews were conducted with the principal, teaching staff, administrative staff, and students to obtain more in-depth information regarding the research focus. Interviews were conducted in person using an interview guide to maintain focus. Documentation, such as school documents, activity photos, archives, and other administrative data, was also used to supplement the research data. These three data collection techniques were used in conjunction to ensure the data obtained was more comprehensive, valid, and consistent with actual conditions in the field.

Data analysis in this study was conducted through several stages: data reduction, data display, and data verification. Data reduction involved selecting, simplifying, and focusing data deemed important in accordance with the research objectives. The data was then presented in descriptive form for easier understanding and analysis. The next stage was data verification, or drawing conclusions based on the data obtained during the study. In the analysis process, the researcher employed content analysis, discourse analysis, and interpretive analysis. Content analysis was used to understand the meaning of documents and interview results. Discourse analysis was used to understand communication patterns and language use by informants. Meanwhile, interpretive analysis was used to interpret the meaning of the data in depth so that the research results could provide a clear understanding and align with the research objectives.

### 3. FINDINGS AND DISCUSSION

#### The Role of Strategic Leadership in Organizational Decision-Making

Strategic leadership at this school is evident in the way the principal organizes work programs, resolves problems, and builds communication with teachers, administrative staff, and students. Decision-making is not done unilaterally, but through discussion and deliberation so that decisions are accepted by all members of the organization. This situation demonstrates that strategic leadership plays a crucial role in creating an orderly, focused work environment that supports the sustainable development of the school organization.

Based on interviews, the principal stated that every important decision at the school is always discussed through meetings with teachers and staff so that all parties can provide input before policies are established. He believes that the involvement of organizational members can increase a sense of responsibility for agreed-upon decisions. Furthermore, one teacher stated that the principal has the ability to provide solutions when problems arise within the school environment. The teacher believes that a communicative and open leader creates a more comfortable and harmonious work environment. The researcher interpreted that strategic leadership at this school works well because of the two-way communication between the principal and the organizational members. The collaborative deliberation process also demonstrated that the principal strives to foster a culture of collaboration in organizational decision-making.

Observations revealed that the principal actively provided guidance to teachers and staff before school activities began. In several activities, the principal involved teachers in determining strategies for implementing school programs, ensuring clear and focused assignments. Furthermore, school meetings appeared orderly, as all participants were given the opportunity to express their opinions. Researchers also observed a harmonious working relationship between the leadership and organizational members. Teachers and staff appeared to value collaborative decisions because they felt involved in the process. Researchers interpreted open communication and a democratic leadership style as key factors in creating effective decision-making in the school. The principal's strategic leadership also helped create a more disciplined and organized work environment.

Based on the interviews and observations, it is clear that strategic leadership plays a crucial role in the organizational decision-making process. The principal serves not only as a leader but also as a director and liaison between organizational members. Data shows that decisions made through deliberation can enhance cooperation, a sense of responsibility, and positive relationships among organizational members. Furthermore, open communication makes organizational members feel valued, which in turn increases their support for school policies. Good strategic leadership can help a school organization operate more orderly and with greater direction, effectively achieving shared goals.

Organizational decision-making in schools is more effective when leaders implement open communication and involve members in every policy. Cooperation and a sense of responsibility among teachers and staff increase after they are involved in the decision-making process. Furthermore, a harmonious working relationship between the principal and organizational members contributes to a comfortable work environment. It is understandable that strategic leadership not only influences organizational policies but also fosters a positive work culture within the school environment. The better a leader builds communication and cooperation, the easier it is for the organization to achieve its shared goals.

Table 1. Activity Organizational

Form of activity	Activity Objectives	Impact on Organizational Culture
Morning roll call	Instilling discipline	Members are more disciplined
Coordination meeting	Building communication	Cooperation is increased
Monthly work evaluation	Improving performance	Responsibility is increased

Establishing discipline	Forming a disciplined attitude	Compliance with regulations is increased
Performance awards	Motivating members	Performance spirit is increased

The school actively carries out various activities that support the development of organizational culture. All activities are carried out in a planned and sustainable manner, thus becoming positive habits for members of the organization. Furthermore, the school demonstrates the principal's involvement in overseeing and directing the implementation of each activity to ensure a strong organizational culture within the school environment.

The process of building organizational culture is carried out through strategies of habituation, role modeling, and supervision, consistently implemented by the school leadership. The principal not only establishes rules but also provides an example by upholding a culture of discipline, cooperation, and responsibility for all members of the organization. Organizational culture is built through routine activities involving the entire school community, ensuring the organization's values are applied in daily life. Furthermore, evaluation and awarding activities are part of the principal's strategy to maintain the motivation of members of the organization and maintain a positive work culture. Therefore, this research data demonstrates that strategic leadership plays a crucial role in establishing an orderly, harmonious organizational culture that supports the achievement of school goals.

A good organizational culture is formed through activities carried out routinely and consistently by all members of the organization. There is a strong relationship between the principal's strategic leadership and increased discipline, cooperation, and responsibility among members of the organization. Activities such as morning assembly, coordination meetings, and work evaluations demonstrate that communication is a crucial part of shaping organizational culture. Furthermore, continuous practice makes it easier for members to understand and implement the values implemented in the school. Rewards can increase the work motivation of members, making them more active in supporting school activities. This demonstrates that organizational culture is not formed instantly, but rather through a planned, ongoing process supported by effective strategic leadership within the school environment.

### **Strengthening Organizational Systems and Environment**

Strengthening organizational systems and environment is evident in the existence of a madrasah work plan, regulations, character development programs, and regular activity reports. This demonstrates that the madrasah is making a clear effort to build a positive and sustainable organizational culture. A well-organized organizational structure, clear division of tasks, and standard operating procedures (SOPs) help create a comfortable and orderly work environment. Furthermore, various religious, academic, and extracurricular activities are also routinely implemented as part of the formation of organizational values in the madrasah. It is evident that strategic leadership in the madrasah focuses not only on planning but also on implementing systematic systems to ensure the organization's activities run smoothly.

Strategic leadership plays a crucial role as a key driver in helping the organization adapt to changes in its environment. The changes seen in various school documents are not merely regulatory or administrative changes, but also demonstrate a shared awareness that change is necessary for the organization's continued growth. Leaders not only create policies but also ensure that these changes are truly implemented in the organization's daily activities and practices. Through this process, the organizational culture becomes more open to new ideas, more creative, and more responsive to change. These findings demonstrate that an organization's success in navigating change is significantly influenced by the leader's ability to manage and direct the change process effectively and in a planned manner, allowing the organizational culture to evolve in line with the needs and conditions of the environment.

The school has a fairly consistent process for adapting organizational strategies to meet emerging needs and developments. This is evident in the regular evaluations conducted to assess the organization's condition and the challenges faced. Following the evaluation, the school develops new

plans and strategies to ensure better organizational performance and adapt to the prevailing situation. Important decisions are also discussed through joint meetings to ensure prompt and effective solutions for any issues. Furthermore, the school has begun implementing policies that support innovation and the use of technology in daily organizational activities. This process is ongoing, becoming an integral part of the school's organizational culture. Research data also shows that established rules and programs are effectively implemented in daily activities. Thus, an adaptive organizational culture is formed through a focused, sustainable process supported by consistent strategic leadership in the face of change.

### **Discussion**

Research results show that strategic leadership plays a crucial role in shaping an organizational culture that is resilient to change and oriented toward improving performance. Leaders not only act as decision-makers but also shape habits, values, and work methods within the organization (Thohir, 2024). This finding is in accordance with Schein's opinion which explains that organizational culture is formed through values, rules and habits instilled by a leader in organizational members (Ahmad, 2024). This study demonstrates that school principals are able to build a culture of discipline, cooperation, and responsibility through continuous guidance, practice, and communication. Furthermore, the research findings also demonstrate that organizational culture is not fixed, but can change and evolve according to the leadership style adopted. Therefore, organizational culture should be viewed as a crucial component that can be managed and developed to support organizational progress.

The leadership's exemplary leadership is the most influential factor in shaping the behavior of organizational members (Sutardi & Tahang, 2026). Leaders who are able to provide direct examples, such as discipline, responsibility, and consistency in work, are easier for members of the organization to follow (Mundiri & Manshur, 2020; Yaqin, 2024). This finding is in accordance with the theory of transformational leadership which explains that a leader can influence and inspire organizational members through their attitudes and behavior (Muliawan & Ulum, 2025; Swetha & Muslim, 2025). However, the results of this study indicate that a leader's concrete actions are more influential than simply providing motivation or direction through words. Organizational members tend to trust leaders who are able to put their values into practice in their daily activities. Therefore, congruence between a leader's words and actions is crucial in building a positive organizational culture. If a leader's words and actions are inconsistent, this can undermine members' trust and commitment to the organization.

Strategic leadership plays a crucial role in shaping an organizational culture that supports the organization's development and sustainability. A positive organizational culture makes it easier for an organization to adapt to change, enhances creativity, and strengthens collaboration among members. Furthermore, strategic leadership also helps create a more focused and productive work environment. Conversely, if leadership is not implemented effectively, various problems can arise within the organization, such as a lack of work enthusiasm, difficulty accepting change, and a decline in the quality of employee performance. Therefore, the results of this study indicate that strategic leadership skills need to be continuously improved so that leaders can effectively manage change and build a positive organizational culture. With effective leadership, an organization will more easily achieve its goals and be able to develop better in the future.

Meanwhile, the relationship between strategic leadership and organizational culture can be seen in how a leader defines a vision, makes decisions, and manages the organization. The policies and direction provided by a leader will influence the values, rules, and customs implemented within the organization. In the process, organizational members will adopt the work patterns and behaviors exemplified by the leader. This demonstrates that organizational culture is not formed suddenly, but through a continuous and directed process. The better the strategic leadership implemented, the better the organizational culture formed. Thus, organizational culture can be understood as a reflection of the quality of leadership exercised within the organization.

#### 4. CONCLUSION

The research results show that strategic leadership plays a crucial role in shaping a positive organizational culture within an organization. Leaders who are able to provide direction, lead by example, and communicate effectively can create a work culture that is disciplined and responsible, and supports cooperation among members. Organizational culture is not formed instantly, but rather through a process of consistent habituation by the leader and all members of the organization. Furthermore, organizational success is greatly influenced by the leader's ability to align organizational strategy with values, norms, and work habits that are consistently implemented so that organizational goals can be effectively achieved.

This research contributes to the development of management and leadership science, particularly in understanding the relationship between strategic leadership and organizational culture. The research findings reinforce the view that organizational culture can be built through effective leadership, open communication, and exemplary leadership in carrying out their duties. In addition to being oriented toward achieving organizational goals, strategic leadership also plays a role in instilling positive values that form the basis for the behavior of organizational members. By using a qualitative case study approach, this research provides an in-depth overview of the process of organizational culture formation in educational settings.

However, this study still has limitations because it was only conducted at a single educational institution, so the results cannot be generalized to other organizations with different characteristics. This study also did not examine other factors that could potentially influence organizational development, such as work motivation, work environment, and technology utilization. Therefore, further research is recommended to expand the research location, use different approaches, and add other variables to obtain a more comprehensive understanding. Overall, this study confirms that strategic leadership and organizational culture are closely related, where effective leadership can shape a strong, adaptive organizational culture and support the organization's long-term success.

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