

The Transformation from Spiritual to Managerial Leadership: A Study of Changes in Organizational Governance at Traditional Educational Institutions Toward ISO Standards

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ABSTRACT

This study aims to analyze the process of transformation from spiritual leadership to managerial leadership in the organizational governance reform of a traditional educational institution toward the implementation of ISO standards at MTs Darussalam Blokagung, Banyuwangi. This study employs a qualitative approach using a case study design to analyze the transformation from spiritual leadership to managerial leadership in the shift in organizational governance toward the implementation of ISO standards at MTs Darussalam Blokagung in Banyuwangi. Data were collected through non-participant observation, semi-structured interviews with four purposively selected informants, and document analysis. Data analysis utilized the interactive model by Miles, Huberman, and Saldaña, which includes data condensation, data presentation, and drawing conclusions. Data validity was ensured through source triangulation, methodological triangulation, *member checking*, and peer debriefing. The research results indicate that the leadership transformation at MTs Darussalam Blokagung Banyuwangi toward the implementation of ISO standards occurred through the integration of spiritual values into a modern organizational governance system. This transformation was realized through the institutionalization of spiritual values as the foundation of the organization, the restructuring of governance based on systems and procedures, and the integration of ISO principles with the pesantren's culture of quality.

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1. INTRODUCTION

How is it possible for a traditional Islamic educational institution which for decades has relied on spiritual leadership to transform itself into an organization that implements international management standards without losing its Islamic identity and values? This question has become increasingly relevant as various educational institutions in Indonesia face demands for changes in governance as a consequence of intensifying global competition, technological advancements, and demands for public

accountability regarding the quality of educational services (Prabowo et al., 2024; Husna & Arifin, 2025). To date, traditional educational institutions, particularly those within the pesantren environment, have been known to develop leadership models oriented toward the leader's charisma, moral exemplarity, and religious authority as the primary foundations for organizational decision-making (Aniskina & Terekhova, 2019). This leadership model has proven capable of sustaining the institutions' long-term existence; however, it often faces challenges when it comes to meeting modern governance standards that emphasize strategic planning, documentation, quality control, data-driven evaluation, and the principle of *continuous improvement* (Asiah et al., 2025; Yuliana et al., 2026).

This phenomenon indicates a paradigm shift in the management of Islamic educational institutions, where an organization's success is no longer measured solely by the strength of the spiritual values it upholds, but also by the institution's ability to establish a professional, transparent, and quality-oriented management system. In this context, the implementation of ISO standards in educational institutions serves as a tangible representation of a shift in institutional orientation toward more systematic and measurable governance. Interestingly, this transformation process does not necessarily mean replacing spiritual leadership with a managerial approach, but rather involves integrating religious values with modern management practices as a strategy to maintain the organization's competitiveness (Silva et al., 2021; Prabowo et al., 2025). This reality demonstrates that many pesantren-based educational institutions have begun to restructure their organizations, refine their administrative systems, foster a culture of quality, and strengthen evaluation mechanisms in response to growing public demand for high-quality educational services.

Therefore, the transformation of leadership from spiritual to managerial is not merely a change in organizational structure, but rather reflects social dynamics that demonstrate how traditional educational institutions adapt to changes in the external environment without abandoning the Islamic character, values, and identity that have long served as the foundation of their existence. This phenomenon makes the transformation of organizational governance in traditional educational institutions an important issue to study in depth because it reflects the process of negotiation between tradition, modernization, and global quality standards in the management of Islamic education (Hambali & Idris, 2020; Jahroni et al., 2024).

Numerous studies have been conducted on leadership transformation and governance in educational institutions; however, these studies still exhibit diverse focuses, leaving room for further research. A study conducted by Zehir, (2018) explains that spiritual leadership plays a significant role in building organizational culture through exemplary behavior, the internalization of religious values, and the fostering of commitment among the school community. The results of this study indicate that the success of religious-based educational institutions is greatly influenced by the leaders' capacity to instill moral and spiritual values in all members of the organization. However, Amir's study focuses more on the dimension of values-based leadership and has not yet examined how spiritual leadership transforms into a standardized managerial system through the implementation of international quality standards such as ISO.

Furthermore, a study Sutrisno, (2024) examined the implementation of ISO-based quality management systems in educational institutions and found that the application of ISO standards can improve the effectiveness of organizational governance through the development of standard operating procedures, strengthened documentation, quality control, and ongoing evaluation. This study confirms that the success of ISO implementation is not only determined by the completeness of administrative documents but is also influenced by leadership commitment to fostering a culture of quality within the school environment. However, the study focuses primarily on the technical aspects of implementing a quality management system and does not yet address the dynamics of leadership style changes that underpin organizational transformation, particularly in educational institutions with traditional pesantren-based characteristics.

Meanwhile, the study by Anttila & Jussila, ((2021) examines the modernization of pesantren governance in response to demands for accountability and educational competitiveness. The findings

indicate that pesantren-based educational institutions are beginning to adopt various modern management practices, such as strategic planning, administrative digitization, strengthening evaluation systems, and establishing quality assurance units—all while maintaining the Islamic values that define the institutions' identity. This transformation reflects an organizational adaptation process in response to changes in the external environment. However, Rahman's research still focuses on institutional modernization in general and has not specifically examined how the shift in leadership from a spiritual model to a managerial one serves as a key factor in driving organizational governance reforms to meet ISO standards.

Based on these three studies, it is evident that research on spiritual leadership, the implementation of quality management systems, and the modernization of governance in educational institutions has received attention in various previous studies. However, there remains a clear research gap: no study has yet integrated these three aspects into a single comprehensive analytical framework. Therefore, this study aims to fill this gap by analyzing the process of transforming spiritual leadership into managerial leadership as the foundation for organizational governance reform in traditional educational institutions toward the implementation of ISO standards at MTs Darussalam Blokagung in Banyuwangi. This focus is expected to provide a new perspective on how spiritual values are not abandoned but rather reconstructed into a strategic strength in building a professional, adaptive, and internationally standardized educational management system.

The novelty of this study lies in its attempt to reconstruct leadership transformation as a process of organizational paradigm shift, rather than merely a transition in leadership style from spiritual to managerial. Unlike previous studies, which generally addressed spiritual leadership, ISO implementation, or the of governance modernization separately, this study places all three within a single, mutually integrated conceptual framework. This study reveals how the spiritual values that have long served as the foundation of leadership in traditional educational institutions are not diminished when the organization adopts ISO standards, but are instead reconstructed into managerial values that support professionalism, accountability, a culture of quality, and continuous improvement. Thus, the transformation that occurs is not a process of the secularization of leadership, but rather a process of institutionalizing spiritual values into a more systematic, documented, and internationally standardized organizational governance system. This perspective yields a new framework for understanding the transformation of governance in Islamic educational institutions, in which religious identity and modern management standards are positioned as two mutually reinforcing elements in creating an adaptive, sustainable, and globally competitive educational organization.

Based on empirical phenomena, findings from previous research, and existing research gaps, this study aims to analyze the process of transformation from spiritual leadership to managerial leadership in the shift of organizational governance at a traditional educational institution toward the implementation of ISO standards at MTs Darussalam Blokagung in Banyuwangi. This objective is based on a research gap: most previous studies have treated spiritual leadership, the modernization of organizational governance, and the implementation of an ISO-based quality management system as three separate areas of study, and thus have not been able to explain the mechanism by which spiritual values are reconstructed into managerial leadership practices that support the formation of a culture of quality and organizational governance that meets international standards.

In fact, for pesantren-based educational institutions, the transition toward ISO standards is not merely a matter of adopting administrative procedures or meeting technical requirements, but rather a process of institutional change that involves navigating the interplay between tradition, religious values, and the demands of modern professionalism. Therefore, this study is expected to provide a theoretical contribution in the form of a new perspective on the integration of spiritual leadership and managerial leadership within the framework of Islamic educational organizational transformation, while also offering a practical contribution as a conceptual model for traditional educational

institutions seeking to improve the quality of their governance through the implementation of international quality standards without compromising the identity, culture, and spiritual values that form the foundation of their organizational sustainability.

2. METHODS

This study employs a qualitative approach using a case study design, as it aims to gain an in-depth understanding of the process of transformation from spiritual leadership to managerial leadership in the organizational governance reform toward the implementation of ISO standards at MTs Darussalam Blokagung in Banyuwangi. The case study approach was chosen so that the researcher could explore the dynamics of leadership change, the decision-making process, and the implementation of a quality management system within the real-world context of a pesantren-based educational institution. The research was conducted over a one-month period in May 2026, involving six observation sessions carried out in stages during various institutional activities, including management meetings, coordination of quality system implementation, supervision of academic administration, teacher performance evaluations, quality document management, and strategic decision-making activities related to the implementation of ISO standards (Kusumastuti & Khoiron, 2019; Mulyana et al., 2024). Observations were conducted non-participatively to gain insight into leadership interaction patterns, organizational coordination mechanisms, and changes in work culture occurring during the governance transformation process (Abdussamad & Sik, 2021; Sari et al., 2022).

The research subjects were selected using **purposive sampling**, taking into account their direct involvement in the organizational transformation process. There were four research informants: the madrasah principal, the vice principal for quality management, the chair of the ISO implementation team, and a senior teacher who was actively involved in the development and implementation of the quality management system. All informants had a minimum of five years of service, understood the organization's development before and after the implementation of ISO standards, and played a role in decision-making processes as well as the implementation of institutional policies (Roosinda et al., 2021; Nartin et al., 2024). Data were collected through semi-structured interviews, observations, and document analysis. The interview guidelines were designed flexibly around several key indicators, namely: (1) characteristics of spiritual leadership prior to organizational transformation; (2) driving factors for the shift toward managerial leadership; (3) leaders' strategies for integrating spiritual values with ISO-based quality management principles; (4) changes in organizational structure, work culture, and governance; (5) challenges and strategies for school community members to adapt to the system changes; and (6) the impact of the transformation on the effectiveness of institutional management and the enhancement of a culture of quality.

The documentation was analyzed to corroborate the findings from observations and interviews through a review of school policy documents, organizational structures, standard operating procedures, ISO Quality Management System documents, meeting minutes, internal audit reports, work programs, and quality evaluation records that indicate changes in organizational governance (Nasution & Junaidi, 2024). Data analysis utilized the interactive model proposed by Miles, Huberman, and Saldaña, which includes data condensation, data display, and conclusion drawing and verification. The analysis process began with open coding to identify key concepts from the interviews, observations, and documentation, followed by axial coding to link related categories, such as leadership transformation, organizational culture change, quality management systems, and the integration of spiritual values (Sugiyono, 2022; Hasan et al., 2025). The final stage was conducted through selective coding to identify core themes representing the process of organizational governance transformation toward ISO standards (Niam et al., 2024). To ensure the credibility of the findings, the study employed source triangulation, methodological triangulation, member checking with all informants, and peer debriefing with fellow researchers in the field of Islamic education management, ensuring that data interpretation possesses a high level of validity, consistency, and reliability in accordance with internationally recognized standards for qualitative research.

3. RESULTS AND DISCUSSION

Discussion Results

Spiritual Leadership Transforms into a Foundation of Values in Modern Organizational Governance

The research findings indicate that the leadership transformation at MTs Darussalam Blokagung Banyuwangi took place through a process of shifting the leadership paradigm, which placed spiritual values as the primary foundation for establishing a modern organizational governance system. Based on the results of observations and interviews, the shift toward implementing ISO standards did not begin with the preparation of administrative documents or institutional restructuring, but rather with the reinvigoration of leadership values that had already become part of the organizational culture. The madrasah leadership believes that the implementation of a quality management system will only be sustainable if it is supported by an organizational character built on trust, exemplary conduct, responsibility, discipline, and consensus-building.

These values are no longer practiced merely as personal traits of leaders, but are integrated into various policies, coordination mechanisms, task assignments, and organizational evaluation processes. Thus, the leadership transformation that took place did not involve replacing spiritual leadership with managerial leadership, but rather a shift in the function of spiritual values to serve as an ethical foundation for building a professional, accountable, and quality-oriented organizational system. These findings indicate that the process of achieving ISO standards at MTs Darussalam Blokagung Banyuwangi places greater emphasis on organizational cultural transformation than on mere administrative changes. These findings are reinforced by the results of an interview with the Principal of MTs Darussalam Blokagung Banyuwangi, who stated:

"We have adopted ISO as our operational system, but the values of trustworthiness, setting a good example, and deliberation remain the foundation of every decision we make. So, what has changed is the management system, not the values we uphold." (Interview with the Principal of MTs Darussalam Blokagung, Banyuwangi, May 2026).

This statement indicates that the leadership transformation at MTs Darussalam Blokagung Banyuwangi is not interpreted as a shift in institutional identity, but rather as a process of institutionalizing spiritual values into a more systematic organizational governance framework. Thus, the implementation of ISO standards serves as a tool to strengthen the consistent application of these values through documented, measurable, and sustainable management mechanisms, ensuring that the institution's religious character remains preserved amid the demands of professionalism and international quality standards.

To clarify the process of transforming spiritual leadership into the foundation of modern organizational governance, the findings of this study are summarized into several key aspects. The presentation in Table 1 aims to help readers understand the relationship between leadership change, the implementation of spiritual values, and the establishment of an ISO-standard-based management system.

Table 1. Aspects of the Transformation of Spiritual Leadership into the Foundation of Modern Organizational Governance

No	Aspect	Description
1	Leadership Paradigm	Transformation begins with a paradigm shift that positions spiritual leadership as the primary foundation for building modern organizational governance, rather than merely changing institutional structures.

2	Internalization of Spiritual Values	The values of trustworthiness, exemplary conduct (<i>uswah</i>), responsibility, discipline, and deliberation are internalized as fundamental principles that guide the behavior of all members of the madrasah community.
3	Institutionalizing Values within the Organizational System	Spiritual values are no longer merely personal; rather, they are integrated into organizational policies, coordination mechanisms, task assignments, and evaluation processes.
4	Governance Transformation	ISO implementation is positioned as a tool to strengthen professional, accountable, and well-documented governance that is oriented toward a culture of quality, without compromising the institution's religious identity.
5	Organizational Implications	The transformation has resulted in an organization capable of combining managerial professionalism with the spiritual character of the pesantren, thereby creating a management system that is sustainable and adaptable to international quality standards.

Based on Table 1, it can be understood that the leadership transformation at MTs Darussalam Blokagung Banyuwangi took place through the institutionalization of spiritual values into the organization's governance system. Religious values no longer function merely as individual characteristics of leaders but have become guiding principles for the organization's policies, coordination, and culture of quality. This situation demonstrates that the implementation of ISO standards does not alter the institution's identity but rather strengthens the organization's professionalism through the integration of spiritual leadership with a sustainable modern management system.

Leadership Transformation Drives Restructuring of Governance Based on Systems and Procedures

The research findings indicate that the leadership transformation at MTs Darussalam Blokagung in Banyuwangi not only led to changes in leadership style but also spurred a more systematic and procedure-based restructuring of organizational governance. Based on observations, prior to the transformation process, most organizational activities still relied on direct instructions from leadership for program implementation and decision-making. As preparations for implementing ISO standards progressed, this pattern began to change through the development of standard operating procedures (SOPs), a more structured division of tasks, the establishment of performance indicators for each work unit, and mechanisms for regular coordination and evaluation. These changes created a work system that is more planned, documented, and easily managed, ensuring that every staff member understands their respective tasks, responsibilities, and performance targets.

In addition to improving the effectiveness of coordination, governance restructuring also reduces the organization's dependence on individual leaders, as each process now has clear mechanisms in place and can be carried out collectively. Thus, leadership transformation has become a key factor in building an organizational culture that is no longer oriented toward individuals (*person-based management*) but is evolving toward system-based management. These findings indicate that the implementation of ISO standards not only brings about administrative changes but also strengthens the organization's capacity to carry out management functions in a more professional, consistent, and sustainable manner. These findings are supported by the results of an interview with the Deputy Head of the Madrasah for Quality Management, who stated:

"Now every program has clear standard operating procedures (SOPs), designated personnel, and success indicators. As a result, the implementation of activities no longer depends on direct instructions from the madrasah principal, but follows a system that has been mutually

agreed upon." (Interview with the Deputy Principal for Quality Management, May 2026).

This statement demonstrates that the restructuring of the organization's governance has transformed its operational mechanisms from a personal-based approach to a documented and standardized system. The existence of SOPs, a clear division of roles, and measurable evaluation mechanisms make the organizational management process more effective and ensure the continuity of program implementation. This indicates that the transformation of leadership toward a managerial approach does not eliminate the role of leaders, but rather shifts the focus of leadership from direct control to strengthening an organizational system capable of operating independently, in a coordinated manner, and in accordance with ISO-based quality management principles.

The Integration of Spiritual Values and ISO Principles Shapes an Organization's Culture of Quality

The research findings indicate that the implementation of ISO standards at MTs Darussalam Blokagung in Banyuwangi is not viewed merely as an effort to meet administrative requirements, but as a tool to strengthen a culture of quality rooted in the spiritual values of the Islamic boarding school. Based on observations and document analysis, every work procedure established within the quality management system is consistently linked to the core values that have evolved within the organizational culture. Discipline is understood as a form of commitment to the trust placed in one, adherence to operational standards is viewed as an expression of professional responsibility, while routine evaluation activities are interpreted as the implementation of the value of *muhasabah* to continuously improve upon shortcomings.

Thus, the implementation of ISO does not transform the institution's identity into an organization focused solely on administrative targets, but rather serves as a means to institutionalize Islamic values within modern management practices. This integration is evident in the conduct of evaluation meetings, internal quality audits, the development of work programs, and the document control process all of which consistently emphasize a balance between meeting quality standards and the moral responsibilities of the entire madrasah community. These findings indicate that the culture of quality that has developed at MTs Darussalam Blokagung Banyuwangi was built through a fusion of the ISO principle of continuous improvement with the religious culture that has long characterized the institution. This has resulted in organizational governance that is not only effective and systematic but also preserves spiritual identity as the primary foundation for all institutional activities. These findings are reinforced by the results of an interview with the Chair of the ISO Implementation Team, who stated:

"We do not separate the values of the pesantren from ISO standards. Rather, we carry out every work procedure as a form of trust, while we view routine evaluations as a process of self-reflection to ensure the institution's quality continues to improve." (Interview with the Chair of the ISO Implementation Team, May 2026).

This statement demonstrates that the implementation of ISO at MTs Darussalam Blokagung Banyuwangi was built through an integrative approach, namely by linking quality management principles with spiritual values that have become part of the organization's culture. This indicates that the success of implementing international standards is determined not only by the completeness of documentation and adherence to procedures but also by the institution's ability to internalize religious values into all management processes. Thus, the resulting quality culture is not mechanical in nature but rather develops as an organizational culture that harmoniously integrates professionalism, accountability, and Islamic values, thereby supporting the institution's continuous quality improvement.

Discussion

Spiritual Leadership Transforming into a Foundation of Values in Modern Organizational Governance

These findings indicate that the leadership transformation at MTs Darussalam Blokagung Banyuwangi is not a process of substitution between spiritual leadership and managerial leadership, but rather a process of integration that produces a new form of leadership namely, managerial leadership that remains rooted in spiritual values. This perspective suggests that the modernization of organizational governance is not always synonymous with a shift from a value-based system to a procedure-based system; rather, it can serve as a means of institutionalizing spiritual values into more systematic organizational mechanisms (Iqbal et al., 2025). These findings align with the Spiritual Leadership theory developed by Ramachandaran et al. (2017), which explains that spiritual values such as altruistic love, integrity, honesty, and the meaning of work are primary sources for building organizational commitment and enhancing performance effectiveness.

In the context of this study, the values of trustworthiness, exemplary conduct, deliberation, and responsibility do not remain merely individual characteristics of leaders but are transformed into organizational norms that guide the entire managerial process. Furthermore, these findings are consistent with the concept of Values-Based Leadership proposed by Živković et al. (2026), which asserts that sustainable organizations are built through leadership capable of integrating moral values into decision-making systems and institutional governance. From a quality management perspective, the results of this study reinforce the principles of Quality Management introduced by Rodríguez-Mantilla et al. (2019), which state that the success of a quality system is determined not only by technical procedures but also by organizational culture and the commitment of all members to the values underpinning the implementation of that system.

Thus, the implementation of ISO standards at MTs Darussalam Blokagung Banyuwangi has not only brought about administrative changes but has also fostered a culture of quality that stems from the internalization of spiritual values into the organizational system. This finding expands the discourse on the transformation of Islamic educational organizations by demonstrating that *the relationship* between spirituality and professionalism is complementary, not mutually exclusive. Therefore, the transformation of leadership toward governance based on international standards is best understood as a process of value reconstruction, in which religious identity serves as social and cultural capital that strengthens the organization's effectiveness in meeting the demands of modern educational governance.

Leadership Transformation Drives Restructuring of Governance Based on Systems and Procedures

These findings indicate that the leadership transformation at MTs Darussalam Blokagung Banyuwangi did not stop at a change in leadership style but evolved into a structural transformation that shifted the organization's governance from a leader-centered model to an organization that operates based on documented systems, procedures, and mechanisms. These changes indicate that the organization's sustainability is no longer determined by a leader's personal capacity, but rather by the quality of a system capable of managing coordination, task distribution, quality control, and continuous evaluation (Shahan et al., 2021). This perspective aligns with System Theory as proposed by Gamit et al. (2024), which views an organization as a system composed of components that interact with and depend on one another. In the context of this study, the development of SOPs, the division of responsibilities, performance indicators, and evaluation mechanisms demonstrate that every element of the organization has been integrated into a system that works collectively to achieve the institution's quality objectives. This finding also reinforces the concept of System-Based Management introduced by Guo (2020), which asserts that organizational quality improvement can only be achieved if the organization focuses on system improvement, not merely on individual supervision. Therefore, the changes occurring at MTs Darussalam Blokagung Banyuwangi reflect a shift in orientation from person-based management toward process-based management, in which every organizational activity is controlled through standardized procedures and can be evaluated objectively.

Furthermore, these findings are also consistent with the Organizational Change theory by Jing & Fan,(2023), which explains that sustainable organizational transformation requires the institutionalization of change into the culture and work systems so that it does not depend on specific leaders. From a quality management perspective, this condition also aligns with the principles of ISO 21001 and the Quality Management System (QMS) approach, which emphasize the importance of process documentation, clarity of responsibilities, risk control, and continuous evaluation as the foundation for the effectiveness of educational organizations (Almessabi & Wahid, 2026) . Thus, the governance restructuring identified in this study indicates that leadership transformation serves as a catalyst in building a learning organization that is adaptive, professional, and possesses institutional resilience. These findings expand our understanding that the modernization of traditional educational institutions is not determined by changes in leadership figures, but rather by leaders' ability to build organizational systems that remain grounded in institutional values while meeting international governance standards.

The Integration of Spiritual Values and ISO Principles Shapes an Organization's Culture of Quality

These findings indicate that the implementation of ISO standards at MTs Darussalam Blokagung Banyuwangi is not understood as the adoption of a technocratic management system, but rather as a process of integrating spiritual values into the organization's quality culture. In other words, ISO standards serve as an instrument for organizing religious values so that they can be realized in structured, documented, and sustainable management practices. This perspective suggests that a quality culture is not built solely through compliance with procedures, but rather through the internalization of the values of trustworthiness, discipline, responsibility, and self-reflection as the foundation of organizational behavior. This finding aligns with the Organizational Culture theory proposed by Stephens & Roszak, (2021), which explains that a strong organizational culture is formed when core values (espoused values) are successfully internalized into basic underlying assumptions that guide the behavior of all members of the organization.

In the context of this study, the spiritual values of pesantren are not merely institutional slogans but are deeply embedded in their operational mechanisms, evaluation processes, and decision-making. This finding is also consistent with the concept of Spiritual Leadership Theory from Yakin et al.,(2025) , which asserts that organizations built on spiritual values will generate higher levels of commitment, integrity, and intrinsic motivation compared to organizations that rely solely on administrative control. From a quality management perspective, the results of this study reinforce the principles of Total Quality Management developed by Sutikno et al., (2025), particularly regarding the importance of building a quality culture as a prerequisite for the success of a management system. Deming emphasized that sustainable quality is not only the result of good procedures but also of values, beliefs, and a work culture that support continuous improvement.

Furthermore, these findings are also relevant to the Learning Organization approach outlined in Rokhmah et al., (2025), which views the processes of reflection and continuous learning as the foundation of an adaptive organization. The practice of muhasabah implemented in routine evaluations at MTs Darussalam Blokaung Banyuwangi demonstrates substantive similarities with the concept of organizational learning, namely using each evaluation as a learning tool to continuously improve quality. Therefore, this study demonstrates that the integration of spiritual values and ISO principles produces a distinctive quality culture model one that is not only oriented toward organizational effectiveness and the achievement of international standards but is also built upon moral awareness and religious responsibility. This model enriches the study of Islamic education management by demonstrating that spirituality and quality management systems are two mutually reinforcing elements in creating professional, adaptive, and sustainable organizational governance.

4. CONCLUSION

This study shows that the leadership transformation at MTs Darussalam Blokagung Banyuwangi toward the implementation of ISO standards did not take the form of a shift from spiritual leadership to managerial leadership, but rather as an integration process that reconstructs spiritual values within a modern organizational governance system. This transformation is manifested through three main dimensions: the institutionalization of spiritual values as the organization's ethical foundation; the restructuring of governance based on systems and procedures; and the integration of ISO principles with a culture of quality rooted in pesantren traditions. These findings make a theoretical contribution by expanding the study of Spiritual Leadership Theory and Quality Management through the assertion that spiritual values not only serve as a source of leadership motivation but can also be institutionalized into governance mechanisms that strengthen organizational effectiveness and the sustainability of quality management systems.

In this context, this study offers a transformation model that demonstrates that traditional educational institutions are capable of meeting international governance standards without losing their religious identity; thus, organizational modernization is not synonymous with the secularization of values, but rather with the strengthening of institutional capacity rooted in local culture. The implications of this study emphasize that the successful implementation of ISO standards in pesantren-based educational institutions is determined more by leaders' ability to integrate organizational values, systems, and culture than by mere compliance with administrative requirements. Therefore, future research is recommended to develop this model through comparative studies of various pesantren or Islamic educational institutions that apply different quality standards such as ISO 21001, Total Quality Management, or the Education Excellence Framework to test the consistency of the relationship between spiritual leadership, governance transformation, and a culture of quality within more diverse institutional contexts. Ultimately, this study affirms that the future of Islamic educational institutions is determined not only by their ability to adopt global management standards but also by their ability to transform spiritual values into strategic advantages that build professional, adaptive, and internationally competitive educational organizations, while remaining firmly rooted in their Islamic identity and traditions.

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