

The Role of Strategic Leadership in Strengthening Human Resource Resilience in Madrasah Diniyah

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Abstract : This research aims to understand how strategic leadership plays a role in strengthening the resilience of human resources (HR) in Madrasah Diniyah. This study departs from the phenomenon of the gap between the ideal concept of strategic leadership and practice in Islamic educational institutions. Many institutions still tend to focus on administrative aspects, so they are not optimal in building resilient and adaptive human resources. This condition is also influenced by the limitations of leadership competence, the lack of integration between spiritual values and modern management, and the weak organizational culture. On the other hand, Madrasah Diniyah actually shows a different condition, where educators still have high commitment, are active in developing themselves, are able to adapt, and maintain collaboration despite facing various limitations and demands for change. This research uses a qualitative approach with a case study type. Data is collected through observation, in-depth interviews, and documentation, then analyzed through a process of reduction, presentation, and conclusion drawn. The results of the study show that strategic leadership plays an important role in building human resource resilience through clarity of vision, consistent communication, and the inculcation of institutional values. In addition, leaders also encourage capacity development, adaptability, and a collaborative work culture. The implications of this study confirm that strengthening human resource resilience is not enough only through a managerial approach, but needs to be combined with spiritual values and organizational culture so that the sustainability and quality of educational institutions can be maintained in a sustainable manner.

Keywords : Strategic leadership; Human resource resilience; Madrasah diniyah.

INTRODUCTION

The role of strategic leadership in strengthening human resource resilience is a crucial issue in the management of Islamic educational institutions, especially in the midst of increasingly complex dynamics of change (Mesiono et al., 2024; Nufuz et al., 2025). Theoretically, strategic leadership is understood as the ability of leaders to formulate visions, manage changes, and develop human resource capacity in a sustainable manner (Maulidiya et al., 2025; Ramadani et al., 2024). However, in practice, there is still a gap between the ideal concept and the reality on the ground. Many Islamic educational institutions are still focusing on administrative aspects and are not optimal in building adaptive and resilient human resource resilience (Lee et al., 2023; Muzayyanah et al., 2025). This is due to the limitations of leadership competencies, the lack of integration between spiritual values and modern management, and the weak organizational culture that

supports human resource development. A number of studies show that the resilience of human resources is greatly influenced by the quality of leadership that is able to direct, motivate, and empower organizational members (Ndruru et al., 2025; A. D. X. Purba et al., 2025). Thus, it can be concluded that the gap between strategic leadership theory and practice is an important factor that affects the weak resilience of human resources in Islamic educational institutions.

This condition can also be seen in the context of Islamic educational institutions, including diniyah madrasas which have distinctive characteristics in their management. Empirically, madrassas often face challenges in the form of the absence of a relationship between madrassas and formal institutions, changes in education policies, and demands to improve service quality. On the other hand, the literature shows that educational institutions that have strong leadership tend to be better able to survive and thrive in the midst of change (B. C. Purba, 2025). However, not all institutional leaders are able to implement strategic leadership effectively (Amri & Suwandi, 2023). This can be seen from the fact that there is still a leadership pattern that is conventional, less adaptive, and has not been able to optimize the potential of human resources to the maximum. Therefore, a more in-depth study is needed to understand how strategic leadership can be applied contextually in strengthening the resilience of human resources in madrasah diniyah. The phenomenon found in Madrasah Diniyah Nurul Jadid shows interesting conditions to be studied further. In the midst of various challenges faced by Islamic educational institutions, such as the demands of adaptation to change, improving the quality of educational services, and limited resources, educators and education staff at Madrasah Diniyah Nurul Jadid continue to show a high commitment to their duties and responsibilities. In addition, human resources in the madrasah environment are also active in developing competencies, being able to adapt to changes, and maintaining good collaboration in carrying out various institutional programs. This condition shows the resilience of strong human resources and is suspected to be inseparable from the role of strategic leadership that is able to direct the vision of the institution, develop human resource capacity, and build a collaborative work culture. This phenomenon is important to be researched to understand how strategic leadership practices contribute to strengthening the resilience of human resources in the madrasah diniyah environment.

Previous research has shown that leadership has a significant role in improving the quality of human resources and the performance of educational institutions (Maolana et al., 2023; Nurdiana, 2023). Several studies have found that transformational leadership is able to increase teacher motivation, commitment, and performance (Sabariah et al., 2024). Other research has also shown that leadership based on spiritual values can create a conducive work environment and increase HR loyalty (Fatimah, 2026). However, most of the research still focuses on the aspect of improving performance and has not specifically examined human resource resilience as the main variable. In addition, research examining strategic leadership in the context of madrasah diniyah is still relatively limited. Therefore, the

purpose of this research is to fill this gap by examining more deeply the role of strategic leadership in strengthening the resilience of human resources in Islamic educational institutions, especially madrasah diniyah.

The novelty in this study lies in the focus of the study that integrates the concept of strategic leadership with human resource resilience in the context of madrasah diniyah. This research not only sees leadership as a managerial function, but also as a strategic process that is able to orchestrate the potential of human resources through a holistic approach, covering spiritual, emotional, and professional aspects. In addition, this research also provides a new perspective on how Islamic values can be integrated with modern leadership practices in building human resource resilience. Thus, this research is expected to make a theoretical contribution to the development of Islamic education leadership studies as well as practical contributions for madrasah managers in improving the quality of human resources in a sustainable manner.

Based on this description, the purpose of this research is to answer the question: what is the role of strategic leadership in strengthening human resource resilience in Madrasah Diniyah Nurul Jadid? This question departs from the assumption that strategic leadership has an important role in shaping resilient and adaptive human resources. The main argument in this study is that effective strategic leadership is able to integrate institutional vision, human resource capacity development, and strengthening organizational culture so that it can significantly increase human resource resilience. Thus, this study seeks to test how strategic leadership practices in Madrasah Diniyah Nurul Jadid can contribute to creating human resources who are not only competent, but also have resilience in facing various existing challenges.

METHOD

This research uses a qualitative approach with a case study. This research method refers to the qualitative case study approach proposed by Robert K. Yin (2018), which emphasizes an in-depth study of a phenomenon within a real-life context. This approach was chosen because the research seeks to comprehensively understand strategic leadership practices in strengthening human resource (HR) resilience in Islamic schools (madrasah diniyah). Through the case study, researchers can delve deeper into the experiences, policies, and actions taken by leaders in developing HR with commitment, adaptability, and a collaborative spirit. Furthermore, this research was conducted through direct field observations, allowing for a comprehensive understanding of the conditions studied within the actual context.

The research was carried out at Madrasah Diniyah Nurul Jadid. This location was chosen because it shows a phenomenon that is relevant to the focus of research, namely the resilience of human resources that is quite strong in the midst of various challenges faced by institutions. Teachers and education staff continue to show commitment to their duties, actively develop competencies, be able to adapt to changes, and maintain cooperation in

running madrasah programs. This condition is interesting to study because it is allegedly related to the strategic leadership practices applied by the institution's leadership in directing vision, developing human resource capacity, and building a collaborative work culture.

The sources of information in this study consist of madrasah heads as policy holders and strategic decision-makers and education personnel who are directly involved in the implementation of human resource development programs. The data collection process is carried out through several techniques, namely observation, in-depth interviews, and documentation studies. Observations were carried out to directly observe leadership activities and interactions between human resources in the madrasah environment. Interviews are conducted in a semi-structured manner using interview guidelines to keep the data obtained focused but flexible. Meanwhile, a documentation study was carried out to complement the data from the results of observations and interviews through the analysis of official documents and institutional archives. This technique is used to improve the validity of data through triangulation of sources and methods.

The data analysis in this study uses an interactive model consisting of several stages, namely data condensation, data presentation, and conclusion drawn. Data condensation is carried out by selecting, focusing, and simplifying data that is relevant to the research objectives. Furthermore, the data is presented in the form of a descriptive narrative so that it is easy to understand. The final stage is the drawing of conclusions made during the research process to ensure the validity of the data.

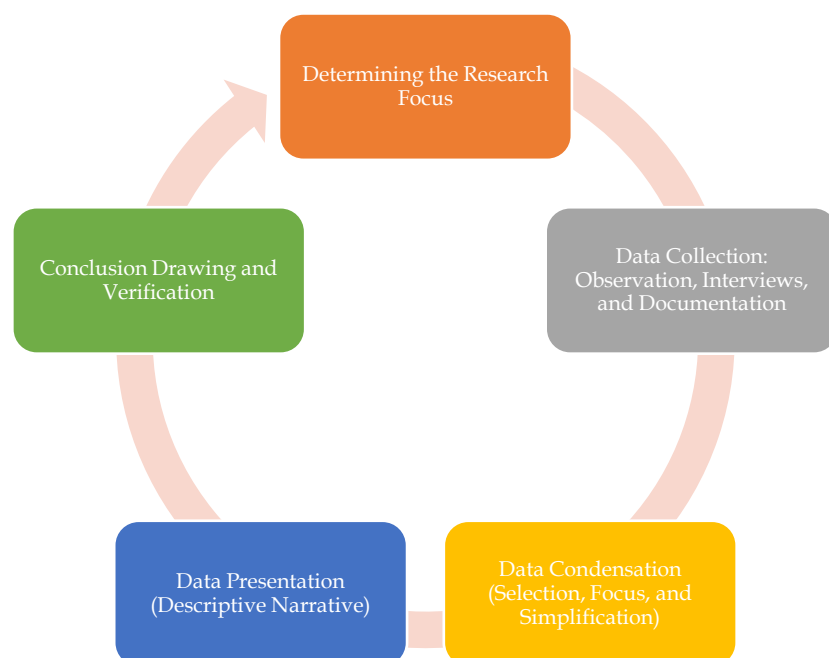


Figure 1. Flowchart of Qualitative Case Study Research Method

RESULT AND DISCUSSION

1. Results

A. The Role of Strategic Leadership in Determining the Direction and Vision of HR Resilience

The role of strategic leadership in determining the direction and vision of human resource resilience in Madrasah Diniyah in the field is understood as the ability of leaders to formulate long-term goals of the institution, direct education policies, and ensure that all educators are ready to face change. The resilience of human resources in question is not only related to teaching ability, but also includes mental readiness, commitment to Islamic values, and the ability to adapt to the times. In practice, strategic leadership can be seen from how leaders develop a clear vision, then translate it into work programs, teacher development, and strengthening work culture that is in line with the goals of the institution.

Table 1. The Role of Strategic Leadership in Determining the Direction and Vision of HR Resilience

Key Indicators	Sub Indicators	Data Source
Clarity of the vision and direction of the board	The vision is clearly formulated and easy to understand; Directed Institution Objectives	Leadership interviews
Consistency of strategic policies	Policies aligned with vision; Policy direction is carried out in a sustainable manner	Interview
Implementation of vision in work programs	Visions are translated in real programs; the existence of human resource development activities	Observations
Communication and vision understanding	Regular delivery of visions; Teachers understand and make it a work guideline	Observations, interviews
Impact on HR resilience	HR is more prepared, adaptive, and has a clear work direction	Observations, interviews

The results of interviews with informants show that leadership has an important role in directing human resource resilience. The leader of Madrasah Diniyah said that "*the vision made by the leadership is the main guideline for teachers in carrying out their duties, so that we not only teach, but also understand the direction of the institution's goals.*" One of the teachers added that "*leaders always emphasize the importance of being ready to face change, especially in learning methods and work discipline, so we are encouraged to continue to improve.*" This statement shows that a clear vision from the leadership is able to influence the mindset and readiness of human resources in carrying out their roles.

Based on the results of observations, it can be seen that the leadership of Madrasah Diniyah actively conveys the direction and vision of the institution through routine meeting activities, teacher coaching, and periodic evaluation activities. In addition, there is a teacher capacity strengthening program that is tailored to the needs of the institution. The researcher interprets that these efforts are a tangible form of strategic leadership that not only focuses on planning, but also on the sustainable implementation of the vision. This shows that the clear direction of the leadership has an impact on increasing the readiness and resilience of human resources in carrying out their duties.

In simple terms, the results of this study show that strategic leadership plays an important role in determining a clear direction and vision to strengthen the resilience of human resources in Madrasah Diniyah. Leaders not only make visions, but also direct and guide teachers to be able to understand and carry out these visions in daily activities. With clear directions, HR becomes more prepared, directed, and able to face various challenges.

From the data obtained, it can be seen that effective strategic leadership starts from a clear vision, then continues with consistent communication, and is strengthened through coaching and evaluation programs. This pattern shows that the clearer the direction given by the leadership, the stronger the resilience of human resources formed. In other words, targeted and sustainable leadership is the key to building resilient and adaptive human resources.

B. The Role of Leadership in Developing Human Resource Capacity and Adaptability

The role of leadership in developing the capacity and adaptability of human resources in Madrasah Diniyah in the field is understood as the ability of leaders to improve the quality of educators' competencies while encouraging them to be able to adapt to various changes. The human resource capacity in question includes improving knowledge, teaching skills, and pedagogical abilities, while adaptability refers to teachers' readiness to deal with changes in learning methods, technological developments, and the dynamics of student needs. In practice, leadership can be seen from the efforts of leaders in providing training, regular coaching, and creating a work environment that encourages teachers to continue to learn and develop.

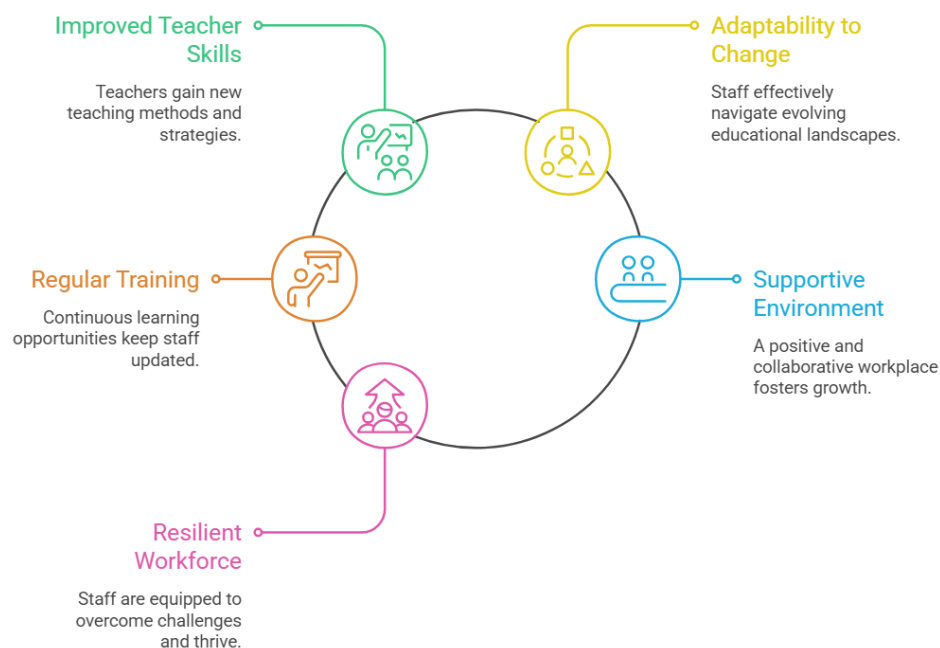


Figure 2. Indicators of the Role of Leadership in Developing Human Resources Capacity and Adaptability in Madrasah Diniyah

The results of interviews with informants show that leadership has a big role in developing the capacity and adaptability of human resources. The leader said that "*the leadership often holds training and provides direction so that we can improve our teaching ability according to the needs of the times.*" One of the teachers stated that "*we are encouraged not only to teach in the old way, but must be able to adapt to the conditions of students and current developments.*" The statement shows that encouragement from the leadership is able to increase teachers' awareness to continue learning and adapting.

Based on the results of observations, it can be seen that the leadership of Madrasah Diniyah actively holds training, discussion, and learning evaluation activities as a form of human resource capacity development. In addition, teachers also began to implement a variety of learning methods that were more interactive and adjusted to the conditions of students. The researcher interprets that these efforts indicate the existence of a leadership role that not only focuses on improving technical skills, but also on the formation of adaptive attitudes in the face of change. This has an impact on improving the quality of learning and teachers' readiness to face challenges.

In simple terms, the results of this study show that leadership has an important role in helping teachers improve their abilities while adapting to change. Leaders not only provide direction, but also provide opportunities and support so that teachers can continue to develop. Thus, human resources become more prepared, not rigid, and able to keep up with existing developments.

From the data obtained, it can be seen that the development of human resource capacity and adaptability starts from the encouragement and policies of leaders, then continues with training and coaching, and is strengthened through direct practice in learning. This pattern shows that the more active the role of leaders in supporting human resource development, the higher the ability and readiness of teachers to face change. In other words, leadership that supports continuous learning is key in shaping competent and adaptive human resources.

C. The Role of Leadership in Orchestrating Collaboration to Realize Institutional Excellence

The role of leadership in orchestrating collaboration to realize the excellence of the institution at Madrasah Diniyah in the field is understood as the ability of leaders in building directed cooperation between various parties, both internal and external to the institution. The collaboration in question is not only limited to the division of tasks, but also includes synergy between teachers, administrators, and other parties in supporting the achievement of common goals. In this context, strategic leadership plays a role in organizing, connecting, and aligning existing potentials in order to work collectively to improve the quality of the institution. The practice can be seen from good coordination, open communication, and a clear division of roles in each program.

The results of interviews with informants show that leadership has an important role in building collaboration. The leader said that "*the leadership always encourages us to work*

together, not to walk alone, because the success of the institution is the result of teamwork." One of the teachers stated that *"every activity is usually well coordinated, so that all parties know their respective roles and can support each other."* This statement shows that leadership is able to create a collaborative and purposeful work atmosphere.

Based on the results of observations, it can be seen that the leadership of Madrasah Diniyah actively involves various parties in every activity, such as program planning, activity implementation, and evaluation. There are regular discussion forums and coordination meetings to ensure that all parties are involved and have the same understanding. The researcher interprets that this condition indicates the existence of a leadership role that is able to orchestrate collaboration effectively, so that synergy is created that supports the improvement of institutional quality. The collaboration that is built also has an impact on the smooth running of the program and the improvement of human resource performance.

In simple terms, the results of this study show that leadership plays an important role in regulating and directing cooperation between members of the institution. Leaders not only give tasks, but also ensure that all parties can work together and support each other. With good collaboration, the work becomes lighter and the results achieved are maximized.

From the data obtained, it can be seen that effective collaboration starts from clear leadership direction, then is strengthened by open communication, and supported by a structured division of roles. This pattern shows that the better the leader in managing collaboration, the greater the institution's chances of achieving excellence. In other words, leadership that is able to unite various potentials is an important factor in improving the quality and competitiveness of institutions.

2. Discussion

The results of the study show that strategic leadership at Madrasah Diniyah Nurul Jadid has an important role in strengthening the resilience of human resources (HR), especially through instilling the value of sincerity, commitment, and common vision. Leadership not only functions as an organizational director, but also as a value driver that forms the character of a strong human resource (Khoirinnisa & Nasith, 2026; Rahmadani, 2025). These findings are in line with the literature that states that strategic leadership is not only oriented towards achieving organizational goals, but also on strengthening the internal capacity of human resources (Utama et al., 2025). This view is in line with Boal and Hooijberg who stated that strategic leadership is the ability of leaders to create organizational capacity through human resource development, the formation of a common vision, and the strengthening of values that support organizational sustainability (Affandy, 2025). In the context of Madrasah Diniyah Nurul Jadid, spiritual values are the main foundation in strengthening individual endurance. However, this study also shows a difference from several previous studies that emphasized the formal managerial aspect,

because in this context the cultural approach and leadership example are more dominant in strengthening the resilience of human resources.

Furthermore, the results of the study revealed that the resilience of human resources at Madrasah Diniyah Nurul Jadid is not only influenced by individual factors, but also by the work environment formed through strategic leadership. Leadership is able to create a work culture that is supportive, inclusive, and oriented towards Islamic values (Ghonim & Muttaqin, 2024). These findings are in line with organizational theory that emphasizes the importance of work culture in shaping member behavior (Arischa & Frinaldi, 2024). According to Schein, organizational culture is a pattern of basic values, beliefs, and assumptions that are learned and shared by members of the organization so that they become guidelines in thinking and acting (Putri & Yusuf, 2022). Therefore, the work culture built by leaders has a great influence on the behavior and resilience of organizational members. However, in the context of this diniyah madrasah, the resilience of human resources remains strong even though the institutional system is not yet fully formal and structured. This shows that there are other forces at play, namely spiritual values and emotional bonds built by leadership, so that they become the main foundation in maintaining human resource resilience.

The implications of these findings show that value-based strategic leadership at Madrasah Diniyah Nurul Jadid is able to increase the loyalty, dedication, and resilience of human resources in the face of various limitations. The role of leaders in instilling the values of sincerity and togetherness has been proven to strengthen the commitment of human resources to the institution. However, this study also found that if the strengthening of values is not balanced with an adequate reward system, it has the potential to cause work fatigue and decreased motivation, especially for younger educators. Therefore, strategic leadership needs to integrate a value approach with a professional system so that strengthening human resource resilience can take place in a sustainable manner.

The relationship between strategic leadership and human resource resilience at Madrasah Diniyah Nurul Jadid can be understood as a process that involves the interaction between values, culture, and organizational systems. Leadership not only plays a role as a manager, but also as a shaper of work meaning for educators (Muttaqien et al., 2024). The meaning of work is a source of internal strength that encourages human resources to remain surviving and productive in various conditions. In addition, the family relationship pattern built by the leadership also strengthens solidarity and social cohesion, so that human resources are better able to face various challenges (Handaru, 2025). This shows that human resource resilience is the result of an integrative and sustainable leadership process (Febriyanti et al., 2026).

Overall, this study emphasizes that strategic leadership at Madrasah Diniyah Nurul Jadid has distinctive characteristics in strengthening human resource resilience, namely through a combination of spiritual values, cultural approaches, and adaptive leadership practices. Leadership is not only oriented to structural aspects, but also to the formation of

strong values and social relationships (Siswadi et al., 2026). These findings contribute to the development of Islamic education leadership studies, particularly in understanding how value-based strategic leadership can strengthen human resource resilience. The practical implication is the need to develop a leadership model that is able to integrate spiritual values with a modern managerial system so that Islamic educational institutions can develop sustainably.

CONCLUSION

The research findings indicate that strategic leadership plays a significant role in strengthening human resource (HR) resilience at Madrasah Diniyah Nurul Jadid. This role is evident in the leader's ability to establish a clear vision, encourage increased capacity and adaptability of HR, and build a collaborative work culture that supports the achievement of institutional goals. The leadership implemented is not only oriented toward achieving organizational targets but also instills the values of sincerity, commitment, togetherness, and responsibility as the primary foundation for developing resilient HR.

Furthermore, HR resilience is determined not only by individual abilities but also by leadership that integrates spiritual values with organizational culture and adaptive management practices. This research contributes to the development of Islamic educational leadership studies, particularly in the context of Madrasah Diniyah. However, this research is limited by the scope of a single case study, necessitating further research with a broader scope and diverse methodological approaches to obtain a more comprehensive picture.

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