

Leadership Transformation and Organizational Strengthening in Improving Collaboration and Operational Effectiveness of Islamic Boarding Schools

Hikmatul Hidayah¹, Febriyanti Ghayatul Qushwa², Izzatul Munawwaroh³, Dinda Febrianti Putri⁴, Rizkiyah Hasanah⁵

Universitas Nurul Jadid, Indonesia

Email: hikmatulhidayah22@gmail.com

ABSTRACT

Keywords:
Leadership,
Initiative,
Organizational
Strengthening,
Islamic Boarding
School

*Hikmatul Hidayah

This study examines the role of leadership initiatives and organizational strengthening in Nurul Jadid and Zainul Hasan Islamic Boarding Schools in increasing operational effectiveness and adaptation to changing times. The main focus of this research is to understand how pesantren leaders identify opportunities and challenges, as well as design innovative solutions to deal with social dynamics and educational needs. The research method used is a qualitative approach with a case study design, which involves in-depth interviews, observations, and documentation analysis. Information sources were obtained from the head of the pesantren, management staff, and several members of the managerial team who were directly involved in the implementation of programs and policies. Data analysis techniques are carried out through data reduction, data display, and verification to obtain valid and relevant findings. The results of the study show that leadership initiatives, such as the application of technology in administration and inclusive-based education programs, contribute significantly to improving operational efficiency and collaboration between units in both Islamic boarding schools. Strengthening the organization through restructuring and regular training has also proven effective in increasing transparency and accountability. The implications of this study are the importance of proactive and collaborative leadership in creating organizations that are adaptive to change, as well as how pesantren can utilize technological innovations to improve operational performance without neglecting traditional values.

Article History:

Received: January 6, 2024; Received in Revised Form March 12, 2024; Accepted: July 20, 2024;

Available online: June 21, 2024

Please cite this article in APA style as:

Hidayah, H., Qushwa, F. G., Munawwaroh, I., Putri, D. F., & Hasanah, R. (2024). Leadership Transformation and Organizational Strengthening in Improving Collaboration and Operational Effectiveness of Islamic Boarding Schools. *Journal of Social Studies and Education*, 2(1), 54-67.

INTRODUCTION

In the midst of increasingly complex social dynamics, educational institutions in Indonesia, including Islamic boarding schools, face great challenges to adapt to the times (Hanafi et al., 2021; Islamic et al., 2024; Muhajir, 2022). Islamic boarding schools as Islamic educational institutions have an important role in shaping the character and expertise of students (Jubba et al., 2021; Mujahid, 2021; Roqib, 2021). However, in an effort to remain relevant, many Islamic boarding schools have to overcome various problems, such as limited resources, changing educational needs, and competition with other educational institutions (Alenezi, 2021; Indrawati & Kuncoro, 2021; Mohamed Hashim et al., 2022). The success of pesantren in facing these challenges is highly dependent on the quality of leadership that is able to design and implement innovative solutions to advance the organization (Ilma & Susilawati, 2024; Safi'i & Mardiana, 2024; Zahraini et al., 2022). This phenomenon reflects how important the role of decision-makers is in maintaining the continuity and progress of Islamic boarding schools in the modern era.

Based on literature reviews, many studies highlight the importance of leadership in educational organizations, including Islamic boarding schools. Previous studies, such as those conducted by El Ashfahany et al., (2024), show that proactive leadership initiatives can improve the efficiency and effectiveness of pesantren operations, as well as create a collaborative and adaptive environment. Several other studies, such as those revealed by Shaikh & Alam Kazmi (2022), emphasized that Islamic boarding schools that successfully integrate technology in management and learning can bring significant changes in the way Islamic boarding schools are operated. Although there is a lot of literature that examines the role of leadership in education, there is still limited research that links pesantren leadership to taking initiative and strengthening organizations in pesantren specifically, especially in the context of adaptation to social and technological changes (Hermawan, 2023; Rahma et al., 2024; Wahab et al., 2024).

The purpose of this study is to explore how leadership initiatives and organizational strengthening in Nurul Jadid and Zainul Hasan Islamic Boarding Schools affect the operational effectiveness and sustainability of Islamic boarding schools. The formulation of this research problem includes: (1) How do pesantren leaders identify and implement initiatives for organizational development? (2) What are the organizational strengthening strategies implemented to increase efficiency and collaboration between units? (3) What is the impact of initiatives and organizational strengthening on the sustainability of pesantren in the face of social changes and educational needs?.

The assumption underlying this study is that proactive leadership and solution-oriented initiative taking will increase organizational effectiveness in pesantren. The author argues that pesantren leaders who are able to identify opportunities and challenges, as well as take appropriate strategic steps, will create a more productive and adaptive environment. The provisional answer posed is that the two pesantren, with their innovative approaches, have succeeded in creating an organizational structure that is more efficient and responsive to change, both in terms of administrative management and educational programs.

METHOD

This study uses a qualitative approach with a case study design to dig deeper into the initiative and organizational strengthening in two Islamic boarding schools, namely the Nurul Jadid Islamic Boarding School in Paiton and the Zainul Hasan Islamic Boarding School in Genggong. The units of analysis in this study are two pesantren that have unique characteristics in the implementation of leadership initiatives and organizational strengthening. This study aims to understand how leadership in both Islamic boarding schools affects organizational development and effectiveness through innovation and collaboration between units. The case study design was chosen because it provides an opportunity to analyze the organizational dynamics in each pesantren in depth in a specific local context, which allows the researcher to gain a more comprehensive insight into the role of leadership in the management of the pesantren (Campbell et al., 2021; Farquhar et al., 2020; Riazi et al., 2023).

The sources of information in this study consist of leaders and staff who are directly involved in decision-making and program implementation in both Islamic boarding schools. The study respondents were selected based on their significant roles in the operation of the pesantren, including the head of the pesantren, caregivers, and several members of the managerial team. Interviews are conducted by purposive sampling, where the selection of informants is based on their in-depth knowledge of leadership initiatives and organizational strengthening. In addition, teaching staff and students involved in the programs implemented are also part of the source of information to get a more holistic perspective on the impact of policies taken by pesantren leaders on daily activities in pesantren.

Data collection was carried out using interview, observation, and documentation techniques. Semi-structured interviews were conducted with pesantren leaders and staff to explore their understanding of taking initiatives and strengthening the organization. In addition, observations were made to observe the dynamics of leadership and interaction between organizational

members in the implementation of the program. Documentation in the form of activity and policy reports taken by pesantren is also analyzed to understand how initiatives and organizational strengthening are structured in written policies. The data analysis process is carried out through three stages: data reduction to filter relevant information, data display to visualize findings in the form of tables or diagrams, and verification to ensure the validity of findings by comparing information obtained from various sources.

Table 1. Informant Code

Code	Types of Respondents	Description
I_NJ1	Head of Nurul Jadid Islamic Boarding School	Leaders initiating technology programs
I_NJ2	Nurul Jadid Teaching Staff	Team members involved in the implementation of the payment system
I_ZH1	Head of Zainul Hasan Islamic Boarding School	Leaders who plan inclusive education programs
I_ZH2	Teaching Staff Zainul Hasan	Team members involved in deliberation and program planning
I_NJ3	Administrative Staff Nurul Jadid	Staff overseeing the implementation of the new administrative system

FINDINGS AND DISCUSSION

Leaders as Initiative Makers

Leaders at Nurul Jadid Paiton and Zainul Hasan Genggong Islamic Boarding Schools demonstrated strong initiative-taking characteristics, which are the main cornerstones in building organizational effectiveness. Based on the results of observations, leaders actively identify opportunities for development, understand potential challenges, and design solutions before problems arise. For example, the head of the Islamic boarding school, Nurul Jadid, initiated the use of a virtual account-based payment system, which simplifies financial transactions and reduces the risk of manual errors. Meanwhile, in Zainul Hasan, leaders designed family-based education programs that allow students to have a modern learning experience without leaving the traditional values of the pesantren. Observations also note that these steps not only arise from practical needs but are also part of the leader's strategic vision to ensure the progress of the organization. With real initiatives and solution-oriented, both pesantren show how initiative taking can be a key factor in building an innovative and adaptive organization.

In-depth observation shows how leaders in both pesantren not only take the initiative but also practice it in their daily operations. At Nurul Jadid, the head of the pesantren plays an active role in overseeing the implementation of technology to accelerate administrative services, including structured staff

training to operate the new system. This step ensures that every member of the organization has the same understanding of managing change. Meanwhile, in Zainul Hasan, the head of the Islamic boarding school took the initiative by holding an inclusive-based education program that pays attention to the needs of students from diverse social backgrounds. Observations also show that leaders' initiatives often begin with collective discussions with the team to ensure that all parties understand the strategic goals they want to achieve. With this pattern, leaders not only create ideas but also provide direct examples in execution, ensuring collaboration among members of the organization. From the observation results, it can be visualized as shown in figure 1.



Figure 1. Leadership Initiatives with Their Implementation

Figure 1. showing the relationship between leadership initiatives and their implementation in two Islamic boarding schools, namely Nurul Jadid and Zainul Hasan, each of which shows different but complementary approaches. At Nurul Jadid, leadership initiatives are realized through the implementation of modern technology such as a virtual account-based payment system to improve operational efficiency, as well as regular staff training to improve workforce competencies in adopting modernization without neglecting traditional values. Meanwhile, at Zainul Hasan, leadership initiatives focus on inclusive education programs designed to meet the needs of students from diverse social backgrounds, as well as intensive team deliberations to ensure the involvement of all members of the organization in decision-making and program implementation. This image highlights how the two pesantren are leveraging leadership initiatives to create innovation, enhance collaboration, and ensure the alignment of Islamic values with modern needs.

Taking initiative by leaders in both pesantren is the main pillar in increasing organizational effectiveness. At Nurul Jadid, measures such as technology implementation and staff training help create significant operational efficiencies. Meanwhile, in Zainul Hasan, an inclusive education-based approach shows the ability of leaders to respond to the needs of a dynamic society. These observations show that effective initiative taking involves identifying

opportunities, anticipating problems, and team collaboration. With this strategy, the two pesantren succeeded in creating a productive and adaptive work environment, as well as providing leadership examples for members of the organization.

Organizational Strengthening

Strengthening the organization is one of the main strategies implemented by leaders at Nurul Jadid and Zainul Hasan to create a more efficient and responsive structure to change. Based on the analysis of internal documentation and visual data, the two pesantren have carried out organizational restructuring that focuses on aligning the vision and mission with operational needs. At the Nurul Jadid Islamic Boarding School, organizational strengthening is realized through the formation of an accountability team tasked with overseeing the implementation of the pesantren strategic program. The related image shows pesantren caregivers who set a general policy for 2025 as a strategic step in the development of pesantren, including regular staff training to improve their competence. Meanwhile, at the Zainul Hasan Islamic Boarding School, organizational strengthening is carried out through a family-based approach that emphasizes intensive deliberation between units. The documentation image of the leadership seminar at the pesantren shows the efforts of leaders to build the integrity and quality of student leadership as part of strengthening the organizational structure.

Strengthening the organization in both Islamic boarding schools includes a number of strategic measures designed to increase accountability and transparency. In Nurul Jadid, organizational restructuring involves a more organized division of tasks and more efficient management of resources. The internal documentation also records regular meetings between the head of the pesantren and the managerial team to evaluate the program and develop a follow-up plan, as shown in the leadership training image involving the management team. At Zainul Hasan, organizational strengthening is realized through open communication and the formation of program-based working groups, as seen in the documentation of the leadership seminar which featured intensive discussions between team members. This approach improves collaboration and operational efficiency, creating a more harmonious relationship in the pesantren environment. To support these findings, table 1. presenting a description of the organizational strengthening initiatives carried out by the Nurul Jadid and Zainul Hasan Islamic Boarding Schools.

Table 1. Organizational Strengthening Documentation

No	Picture	Information
1		<p>Leadership Training at Nurul Jadid Islamic Boarding School: This picture shows the leadership training provided to students to equip them with leadership skills.</p>
2		<p>Leadership Seminar at Zainul Hasan Islamic Boarding School: This picture shows leadership seminar activities that aim to build integrity and leadership spirit among students.</p>
3		<p>Nurul Jadid Islamic Boarding School General Policy in 2025: This figure shows the caregivers of the Islamic boarding school setting a general policy for 2025 as a step to develop Islamic boarding school education.</p>

Strengthening the organization in Nurul Jadid and Zainul Hasan is a key strategy in creating an efficient and transparent structure. This approach includes restructuring the organization, a more organized division of tasks, and increased budget transparency. With this strategy, the two pesantren managed to build a solid foundation to support their vision and mission. The results of the documentation show that organizational strengthening not only improves managerial efficiency but also increases the trust of organizational members in leadership. These measures ensure that both pesantren are ready to face the ever-evolving challenges.

This finding is in line with the previous studies emphasized that the importance of strengthening organizational structures in building a productive work environment . In the context of pesantren, strengthening the organization

through restructuring and transparency shows a successful adaptation to the needs of modern society. These measures allow Islamic boarding schools to maintain their relevance in the face of changing times while still maintaining the Islamic values on which they are based. Thus, strengthening the organization not only supports short-term goals but also makes a significant contribution to the sustainability of Islamic boarding schools.

Collaboration and Teamwork Practices

Collaboration and teamwork practices are important elements in building a harmonious work environment in both Islamic boarding schools. Based on interviews with various stakeholders, it was found that leaders actively encourage cooperation based on Islamic values. A resource person from Nurul Jadid stated, "We are taught to always work together and support each other, because pesantren is about ukhuwah and togetherness" (I_NJ1, 2023). This is reflected in various teamwork programs that involve many organizational units to achieve common goals. In Zainul Hasan, a similar approach is carried out by building a culture of deliberation as the basis for collective decision-making. A resource person explained, "Every major program always begins with deliberation to ensure that all parties feel involved" (I_ZH2, 2023). This interview shows that collaboration and teamwork are not only part of managerial strategies, but also form a more inclusive and harmonious work culture.

In-depth interviews with leaders and staff at both pesantren showed how teamwork practices are applied in daily operations. In Nurul Jadid, pesantren leaders build collaboration by facilitating intensive communication between organizational units. Another resource person explained, "Every week, we have a meeting to discuss progress and challenges, so everyone knows what is happening" (I_NJ3, 2023). In Zainul Hasan, collaboration is realized through the formation of working groups that have special responsibilities for certain programs, such as the implementation of major annual activities. Another resource person added, "With a clear division of responsibilities, it is easier for us to complete tasks together" (I_ZH4, 2023). This data shows that both pesantren have succeeded in creating effective teamwork practices by paying attention to the need for communication, division of responsibilities, and mutual trust among members of the organization.

Collaboration and teamwork in both Islamic boarding schools play a central role in achieving organizational goals. This practice is realized through intensive deliberation, clear division of responsibilities, and open communication. At Nurul Jadid, collaboration is facilitated through regular meetings involving various organizational units. Meanwhile, in Zainul Hasan, the formation of a working group with special responsibilities strengthens the

effectiveness of collaboration. The results of the interviews show that this culture of cooperation not only helps to complete tasks more efficiently but also strengthens interpersonal relationships among members of the organization. With this approach, the two pesantren succeeded in creating an inclusive and harmonious work environment.

Discussion

The results of this study show that the initiative taken by leaders in the two Islamic boarding schools, Nurul Jadid and Zainul Hasan, plays a decisive factor in increasing organizational effectiveness. The main finding of the study was that the leaders of the two pesantren had the ability to identify opportunities and design solutions before problems arise, as seen in the implementation of a virtual payment system in Nurul Jadid and a family-based education program in Zainul Hasan. The implication of these findings is that innovation-oriented leadership can improve operational efficiency as well as ensure the organization's progress in facing future challenges. Taking this initiative not only helps in managing change, but also provides an example for the members of the organization to adapt to the times, without forgetting the traditional values that are the basis of the organization. Thus, the results of these findings confirm that proactive leaders in taking strategic steps play a crucial role in creating innovative and adaptive organizations (Fu et al., 2022; Kulkov et al., 2024; Oubrich et al., 2021).

It is important to understand why the taking of initiatives by leaders in both Islamic boarding schools can have such a significant impact on the organization. As found in previous research (Losada-Vazquez, 2022), taking initiative in the context of leadership not only has an impact on achieving short-term goals but also on strengthening the organization's long-term vision. In the case of Nurul Jadid and Zainul Hasan, leaders who are able to identify problems quickly and respond to them with innovative measures show that they have the skills needed to build a solid foundation in the organization. The ability to adapt to technology and create programs that fit the needs of society demonstrates a strong link between leadership initiatives and the continued development of the organization. These solution-oriented leaders will lead the organization towards achieving a larger vision and mission, as well as building resilience to external change.

In addition, the strengthening of the organizational structure carried out by the two Islamic boarding schools also plays a role in increasing operational effectiveness. These findings show that the two pesantren are restructuring with the aim of creating a more efficient and responsive organization to change. At Nurul Jadid Islamic Boarding School, for example, the formation of an

accountability team has helped ensure that each strategic program can be evaluated and implemented properly. At Zainul Hasan, a family-based approach and the formation of working groups strengthen coordination between units, ensuring that all team members can collaborate more effectively. The sub-result of strengthening this organization is that the operational efficiency created allows both pesantren to be more responsive to the challenges of the times, both in terms of administration and educational development. The implication of these findings is that strengthening a good organizational structure can speed up the decision-making process, increase transparency, and minimize the risk of errors in program implementation.

Why is this organizational strengthening so important? A number of previous studies Chowdhury et al. (2022) have shown that a clear and efficient organizational structure can be the link between the strategic vision and the operational results achieved. This can be seen in both pesantren, where strengthening the organization through more organized restructuring results in increased accountability and efficiency. With an accountability team that functions to oversee program implementation and ensure that each team member is responsible for their duties, pesantren can maintain the quality of resource management. In addition, the deliberation-based approach implemented at Zainul Hasan also increases mutual trust between members of the organization, allowing for more effective collaboration. The strengthening of this organization not only helps the two pesantren in managing the changes that occur, but also in maintaining the continuity of the programs implemented.

Furthermore, collaboration and teamwork practices in both Islamic boarding schools are important factors in achieving organizational goals. These findings reveal that cooperation based on Islamic values, such as ukhuwah and deliberation, is able to create a harmonious and inclusive work environment. At the Nurul Jadid Islamic Boarding School, collaboration is facilitated through regular meetings between organizational units that help in solving problems together. In Zainul Hasan, the formation of a working group with specific responsibilities for a particular program increases the effectiveness of task completion. A sub-result of these findings is that solid teamwork practices, driven by an open and supportive culture of cooperation, play an important role in creating a positive and productive atmosphere in organizations. With this approach, the two pesantren succeeded in creating a more efficient team dynamic in achieving common goals, while still maintaining ukhuwah values that prioritize togetherness.

Why is this collaboration and teamwork so important in the context of Islamic boarding schools? Previous studies Kloos & Ismah (2023) emphasized that in community-based organizations such as pesantren, effective collaboration

relies heavily on open communication and a clear division of responsibilities. These findings show that the two pesantren have succeeded in creating effective collaboration through regular meetings and the formation of working groups. This collaboration not only helps in faster and more precise completion of tasks, but also strengthens interpersonal relationships among members of the organization. With a culture of cooperation that prioritizes deliberation and inclusivity, pesantren can maintain harmony between units and create an environment that is more adaptive to change. In addition, an Islamic values-based approach, which encourages members to support each other, strengthens integrity in the team, thus creating synergies that support the achievement of common goals.

CONCLUSION

This study reveals that taking leadership initiatives in Islamic boarding schools, as seen in the case of Nurul Jadid and Zainul Hasan Islamic Boarding Schools, plays an important role in increasing organizational effectiveness and adaptation to changing times. The initiatives taken by leaders in these two Islamic boarding schools, such as the application of technology in operations and the strengthening of inclusive-based education programs, show how proactive leadership can create a strong foundation for organizations. From these findings, we can conclude that taking initiative not only improves operational efficiency, but also builds a more collaborative and responsive work climate to the needs of change. In practical terms, the lesson that can be learned is the importance of leadership that is able to respond quickly to change and design solutions that can move the organization forward without abandoning the basic values that are firmly held.

This research makes a significant contribution to enriching the literature on leadership in community-based organizations, especially Islamic boarding schools, by exploring how initiative and collaboration at the leadership level can change organizational dynamics towards a more innovative and adaptive direction. This research introduces a new approach to understanding leadership roles that not only focuses on decision-making, but also on efforts to design sustainable and comprehensive solutions. However, this study has limitations, especially related to the limited scope of the two pesantren, as well as the possibility of other variables such as age differences, gender, or social background that have not been accommodated. Therefore, further research by expanding the scope of the sample, more diverse methods, and involving other variables is urgently needed to obtain a more comprehensive understanding. This research also opens up opportunities to further explore the dynamics of leadership in Islamic boarding schools by using a more inclusive and adaptive

approach to contemporary needs.

REFERENCES

- Alenezi, M. (2021). Deep Dive Into Digital Transformation in Higher Education Institutions. *Education Sciences*, 11(12), 770. <https://doi.org/10.3390/educsci11120770>
- Ashfahany, A. El, Jihad, M. R., Kurniawati, N. N., Hidayat, S., & Mustofa, T. A. (2024). Balanced Scorecard Approach to Measuring the Performance of a Non-Profit Organization: Case Study on a Waqf-Based Pesantren in Indonesia. *Problems and Perspectives in Management*, 22(2), 600-614. [https://doi.org/10.21511/ppm.22\(2\).2024.47](https://doi.org/10.21511/ppm.22(2).2024.47)
- Campbell, K. A., Orr, E., Durepos, P., Nguyen, L., Li, L., Whitmore, C., Gehrke, P., Graham, L., & Jack, S. M. (2021). Reflexive Thematic Analysis for Applied Qualitative Health Research. *The Qualitative Report*, 26(6), 2011-2028. <https://doi.org/10.46743/2160-3715/2021.5010>
- Chowdhury, S., Dey, P. K., Rodríguez-Espíndola, O., Parkes, G., Tuyet, N. T. A., Long, D. D., & Ha, T. P. (2022). Impact of Organisational Factors on the Circular Economy Practices and Sustainable Performance of Small and Medium-Sized Enterprises in Vietnam. *Journal of Business Research*, 147, 362-378. <https://doi.org/10.1016/j.jbusres.2022.03.077>
- Farquhar, J., Michels, N., & Robson, J. (2020). Triangulation in Industrial Qualitative Case Study Research: Widening the Scope. *Industrial Marketing Management*, 87, 160-170. <https://doi.org/10.1016/j.indmarman.2020.02.001>
- Fu, Q., Abdul Rahman, A. A., Jiang, H., Abbas, J., & Comite, U. (2022). Sustainable Supply Chain and Business Performance: The Impact of Strategy, Network Design, Information Systems, and Organizational Structure. *Sustainability*, 14(3), 1080. <https://doi.org/10.3390/su14031080>
- Hanafi, Y., Taufiq, A., Saefi, M., Ikhsan, M. A., Diyana, T. N., Thoriquttyas, T., & Anam, F. K. (2021). The New Identity of Indonesian Islamic Boarding Schools in the "New Normal": The Education Leadership Response to COVID-19. *Heliyon*, 7(3). <https://doi.org/10.1016/j.heliyon.2021.e06549>
- Hermawan, Z. (2023). The Role of Teachers in Improving the Quality of Reading the Qur'an for Early Class Santri. *Educazione: Journal of Education and Learning*, 1(1), 1-12. <https://doi.org/10.61987/educazione.v1i1.493>
- Ilma, F., & Susilawati, S. (2024). Transformation of Islamic Cultural History Learning Through Wordwall Media: Interactive Solutions to Improve Student Motivation and Learning Outcomes in the Digital Era. *Educazione:*

Journal of Education and Learning, 2(1), 38-51.

- Indrawati, S. M., & Kuncoro, A. (2021). Improving Competitiveness Through Vocational and Higher Education: Indonesia's Vision for Human Capital Development in 2019-2024. *Bulletin of Indonesian Economic Studies*, 57(1), 29-59. <https://doi.org/10.1080/00074918.2021.1909692>
- Islamic, G., Supriyono, Ishaq, M., & Dayati, U. (2024). Character Education Through Philosophical Values in Traditional Islamic Boarding Schools. *Kasetsart Journal of Social Sciences*, 45(1), 31-42. <https://doi.org/10.34044/j.kjss.2024.45.1.04>
- Jubba, H., Pabbajah, M., Abdullah, I., & Juhansar. (2021). Reorienting Moral Education for Millennial Muslims: The Changing Role of Islamic Boarding Schools in Indonesia. *Islamic Quarterly*, 65(3), 423-441.
- Kloos, D., & Ismah, N. (2023). Siting Islamic Feminism: The Indonesian Congress of Women Islamic Scholars and the Challenge of Challenging Patriarchal Authority. *History and Anthropology*, 34(5), 818-843. <https://doi.org/10.1080/02757206.2023.2249495>
- Kulkov, I., Kulkova, J., Rohrbeck, R., Menvielle, L., Kaartemo, V., & Makkonen, H. (2024). Artificial Intelligence-Driven Sustainable Development: Examining Organizational, Technical, and Processing Approaches to Achieving Global Goals. *Sustainable Development*, 32(3), 2253-2267. <https://doi.org/10.1002/sd.2773>
- Losada-Vazquez, A. (2022). Organizational Learning at Purpose-Driven Enterprise: Action-Research Model for Leadership Improvement. *Sustainability*, 14(3), 1301. <https://doi.org/10.3390/su14031301>
- Mohamed Hashim, M. A., Tlemsani, I., & Matthews, R. (2022). Higher Education Strategy in Digital Transformation. *Education and Information Technologies*, 27(3), 3171-3195. <https://doi.org/10.1007/s10639-021-10739-1>
- Muhajir, A. (2022). Inclusion of Pluralism Character Education in the Islamic Modern Boarding Schools During the Pandemic Era. *Journal of Social Studies Education Research*, 13(2), 196-220.
- Mujahid, I. (2021). Islamic Orthodoxy-Based Character Education: Creating Moderate Muslim in a Modern Pesantren in Indonesia. *Indonesian Journal of Islam and Muslim Societies*, 11(2), 185-212. <https://doi.org/10.18326/ijjims.v11i2.185-212>
- Oubrich, M., Hakmaoui, A., Benhayoun, L., Söilen, K. S., & Abdulkader, B. (2021). Impacts of Leadership Style, Organizational Design and HRM

- Practices on Knowledge Hiding: The Indirect Roles of Organizational Justice and Competitive Work Environment. *Journal of Business Research*, 137, 488-499. <https://doi.org/10.1016/j.jbusres.2021.08.045>
- Rahma, M. A., Supriyatno, T., & Gafur, A. (2024). Revolution in Learning Moral Beliefs: Development of Interactive Video Media to Improve Student Motivation and Learning Outcomes. *Educazione: Journal of Education and Learning*, 2(1), 25-37.
- Riazi, A. M., Ghanbar, H., & Rezvani, R. (2023). Qualitative Data Coding and Analysis: A Systematic Review of the Papers Published in the *Journal of Second Language Writing*. *Iranian Journal of Language Teaching Research*, 11(1), 25-47. <https://doi.org/10.30466/ijltr.2023.121271>
- Roqib, M. (2021). Increasing Social Class Through Islamic Boarding Schools in Indonesia. *Journal of Social Studies Education Research*, 12(2), 305-329.
- Safi'i, M., & Mardiana, D. (2024). Producing a Generation of Character: Transforming Responsibility, Discipline, and Society Through Tapak Suci in Primary Schools. *Educazione: Journal of Education and Learning*, 2(1), 1-11.
- Shaikh, A. L., & Alam Kazmi, S. H. (2022). Exploring Marketing Orientation in Integrated Islamic Schools. *Journal of Islamic Marketing*, 13(8), 1609-1638. <https://doi.org/10.1108/JIMA-11-2019-0241>
- Wahab, A. F., Hady, M. S., & Ulum, M. S. (2024). Character Education Transformation: Awakening the Role of Ulama Through the Ulama Cadre Student Standard Program. *Educazione: Journal of Education and Learning*, 2(1), 12-24.
- Zahraini, Situmorang, B., & Rosnelli. (2022). Development of Traditional Management Model of Traditional Islamic Boarding School Education Based on Total Quality Management in Islamic Education (TQM-IE) in Aceh Province, Indonesia. *Journal of Positive School Psychology*, 6(5), 7355-7377.