

**Leadership and Management of Gemolong ‘Aisyiyah’s Prime
Elementary School Towards Progressive School**

Eldawati Koto
NPM: 22050800022

Islamic Education Management Doctoral Program Post Graduate School Of
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ABSTRACT

The success of a school in becoming a superior and progressive school cannot be separated from the school community, there is school principal, who leads the entire school community, from the vision and mission which was designed in such way to suit the needs of the people surround, management including educational activities planning, educational activities implementation, and educational activities supervising. The strategies designed by school principal are objectived to produce the best quality graduates and to improve the quality of the teacher, completing school’s facilities and infrastructures also creating safe and comfortable environment for learning. The objective of this research is to understand how’s the principal’s strategy to improve school quality by facing obstacles and challenges to become a prime school in sub-district Gemolong, Sragen Regency, also how to prepare, anticipate, and find the solution. Author use qualitative method with doing interview, observation, and documentating in ‘Aisyiyah Gemolong Prime School, Sragen, Central Java.

Keywords: Strategy, Leadership, Prime

INTRODUCTION

Activities in the school are moving and in accordance with the concept, which is the ability of the school principal. Through his social skills, the principal mobilizes, guides, protects, and provides a sense of security and comfort to the people under his leadership, as well as people outside the school who are interested. Through technical abilities, he will express how to do work with his work partners. Communicate effectively about plans, implementation, and work results. Striving for the formation of group cooperation and leaders must have commitment, namely a strong intention to carry out the tasks and obligations they carry out (Mulyasa, 2020).

Improving school quality is something that needs to be planned and implemented in accordance with the vision and mission and the goals to be achieved which are set within a specified time period. This condition requires various remedial efforts to improve the quality of education by "fighting against the situation" until it becomes shackled. In fact, he really wants to change the situation for the better, but doesn't want to change himself for the better (Mukati, 2020).

As a school principal, of course they have their own strategy in maintaining the existence of 'Aisyiyah Gemolong Prime Elementary School, which also assisted by several parties, namely the entire school education unit. Without the support and cooperation of all teaching staff and education staff, of course the school principal would not be able to carry out their duties. As a school principal, of course you also have their own obstacles in this regard, both from internal and external factors. Seeing how important it is for an educational institution to regulate itself independently using school-based management, 'Aisyiyah Gemolong Prime Elementary School requires School-Based Management in improving the quality and improving the quality of

educators so that they get school accreditation which is very satisfying for the school and seeing how big the role of the school principal is in providing education.

Author is interested in writing about 'Aisyiyah Gemolong Prime Elementary School because author has visited several times and provided coaching as one of 'Aisyiyah's charitable efforts. 'Aisyiyah Gemolong Prime Elementary School was founded in 2004 on the initiative of the women of the 'Aisyiyah Gemolong Branch Manager at the request of the parents of the 'Aisyiyah Gemolong Kindergarten students who wanted their sons and daughters to continue their education at the 'Aisyiyah school. With the enthusiasm and strength possessed by 'Aisyiyah, 'Aisyiyah Gemolong Prime Elementary School was founded.

Growth and number of students and study groups at 'Aisyiyah Gemolong Prime Elementary School, in 2004 the number of students was 32 with 1 study group, in 2010 the number of students was 312 with 8 study groups, in 2014 the number of students was 458 with 15 study groups, in 2022 the number of students was 980 with 31 study groups and in 2023/2024 the number of students will be 1,011 with 32 study groups. Kindergarten students who will continue to 'Aisyiyah Gemolong Prime Elementary School have already registered when they have just entered 'Aisyiyah Kindergarten, so it is known as the term PPDB (*Penerimaan Peserta Didik Baru/* Acceptance of New Students) has not opened yet, registration has closed. Acceptance of New Students (ANS) was only open for 3 days, the peak of ANS in 2017 was closed before opening, there were no brochures, no billboards were made and put up and no socialization on social media.

Based on the results of initial observations that the author wants to know

1. Implementation of school-based management and that is carried out at 'Aisyiyah Gemolong Prime Elementary School
2. The role of school principal leadership in improving the quality of education through school-based management

The objective of this research is to understand how's the principal strategy to improve school quality by facing various obstacles and challenges to become a superior school in Gemolong sub-district, Sragen Regency, also how to prepare, anticipate, and find the solution. This type of research is qualitative research which will be used to research and describe the role of the principal in implementing school-based management at 'Aisyiyah Gemolong Prime Elementary School. Type of this research is interviews, documentation, observation. In this research, the primary data collection technique uses descriptive methods.

THEORITICAL REVIEW

1. Leadership

There is still a dilemma while discussing about leadership strategies, which is an interesting discussion, because it is related to whether an institution or agency is developing or not, the progress and decline of an institution or agency. There are various factors that influence the achievement of a goal, including human resources, financial management, an organized organizational structure, capital readiness, but these factors will not work without a reliable manager who is able to lead, manage and empower those who exist as much as possible. So this is where the role of leaders is very urgent, especially managing the institution to achieve organizational goals, without good leadership the organization will not run well.

According to Sutrisno (2016), leadership is a process of directing and influencing activities related to the task of group members. In an organization, this is a factor where the leader plays an important role, because every behavior of the leader's quality will determine the future steps.

While according to Fahmi (2016), leadership is a science that comprehensively examines how to direct, influence, and supervise other people to carry out task accordance to the orders. Based on the experts' explanation of leadership, leadership is a very important thing in an organization, because leadership is one of the main keys to achieve organizational success. All decisions, movement, pace of development required leadership. Hence why the leadership become a very important thing as a basis to build a strong team.

2. Strategic Management

2.1. Strategic Management Definition

Strategic management according to Fred R. David in Wardinal (2011), cites that strategic management is a science of formulating, implementing, and evaluating cross-functional decisions that support organization to achieve its goals. While Wheelen & Hunger cites that strategic management is a set of managerial decisions and actions that determines the long-run performance of an organization. which means a collection of decisions and actions that determine the long-term performance of an organization.

According to Prawirosentono and Primasari (2014), strategic management is a science and art of synergizing various sources owned by organization in a proportional manner, so strategic decisions can be taken to achieve organizational goals optimally by

paying attention to the environment. Strategic management is a dynamic process because it occurs continuously in an organization or forum. Every art of management always requires review and perhaps even changes in the future. One of the main reasons why this is the case is because the conditions faced by an organization, both internal and external, are always changing. In other words, strategic management is intended for the organization to become a unit capable of displaying high performance because a successful organization is an organization whose level of effectiveness and productivity is getting higher and higher over time. Only in this way can the goals and targets be achieved with satisfactory outcomes.

In realizing qualified education, good management is certainly needed. Good management must refer to the functions of management itself, which include all activities carried out by educational institutions, especially educational units at various levels and their task functions in order to achieve goals. In this section the discussion focuses on the implementation of planning, organizing, activating, coordinating, directing and supervising and monitoring functions (Purwanti et al, (2020).

2.2. The Process of Strategic Management

According to John A. Pearce II & Richard B. Robinson (2014) in their book "strategic management: formulation, implementation and control" write that there are at least 9 important tasks in strategic management, there are:

- 1). Formulate the organization's mission, including a general statement regarding the organization's intentions, philosophy and goals.
- 2). Conduct analyzes that reflect the internal conditions and capabilities of the organization.
- 3). Assess the organization's external conditions, including competitors and general contextual factors.
- 4). Analyze the options an organization has by adapting its resources to the external environment.
- 5). Identify the most desired option by evaluating each available option according to the organization's mission.
- 6). Select the set of Long-term goals and key strategies that can produce the most desirable choices.
- 7). Design annual goals and short-term strategies that are in accordance with the series of long-term goals and main strategies that have been chosen.
- 8). Implementing strategic choices in accordance with the resource allocation budget, namely adjusting the tasks to be implemented, implementers, structure, technology and reward systems is something that is emphasized.
- 9). Evaluate the success of the strategic process as input for future decision making. (John A. Pearce, 2007)

From the explanation above, the basic concepts and principles of strategic management were put forward by Wheelen and Hunger (1995) as follows:

- a. Strategic management is a series of decisions and managerial actions that determine company performance in the long term. Strategic management includes environmental observation, strategy formulation, strategy implementation as well as evaluation and control.
- b. Strategic management emphasizes observing and evaluating opportunities and threats, the environment is viewed in terms of strengths and weaknesses, the internal and external variables that are most important for the company in the future are called strategic factors and are identified. through SWOT analysis.
- c. Strategic decisions relate to the future in the long term for the organization as a whole and have three characteristics, namely rare, consequential and directive. Rare are strategic decisions that are unusual and special, and cannot be imitated, consequential, are strategic decisions that involve important resources and require a lot of commitment. Directives are other decisions and future actions for the organization as a whole.
- d. Strategic management in many organizations tends to be developed in four stages, starting from basic financial planning to forecasting-based planning which is usually called strategic planning to fully developed strategic management, including implementation, evaluation and control.

2.3. Environment Analysis

An organization's adjustment to its environment begins with the process of observing or analyzing the environment, which aims to make strategic decisions. The organizational environment is divided

into two parts, first the internal and external environment. According to J. David Hunger & Thomas L. Wheelen, the internal environment consists of variables (strengths and weaknesses) that exist within the organization, but are usually not within the short-term control of top management. These variables shape the atmosphere in which work is done. These variables include organizational structure, culture and resources.

The external environment consists of variables (opportunities and threats) that are outside the organization. And it is not specifically within the short-term control of top management. These variables shape the circumstances in the organization in which this organization lives. The external environment has two parts: Work Environment and Social Environment.

DISCUSSION

Objective Condition of 'Aisyiyah Gemolong Prime Elementary School

'Aisyiyah Gemolong Prime Elementary School was founded by the Elementary and Secondary Education Council of 'Aisyiyah Gemolong Branch in 2004, which is located at Gandurejo Gemolong Dusun 1, Gemolong District, Sragen Regency. The basic idea for establishing this school was the aspiration of several parents of the 'Aisyiyah 1 Gemolong Kindergarten students who were worried that the Islamic education that had been instilled in the Kindergarten would not be continued.

With only enthusiasm, the leadership of the 'Aisyiyah Gemolong Branch responded to these aspirations by establishing 'Aisyiyah Elementary School. The first learning process was carried out in the Muhammadiyah

Gemolong Branch Building, because 'Aisyiyah Gemolong Elementary School has not yet received school and building permit.

'Aisyiyah Elementary School is not well known because in the Muhammadiyah and Aisyiyah associations, 'Aisyiyah only known for only owning Kindergarten, while most elementary schools are Muhammadiyah Elementary Schools. Based on this, the initiator of the founding of this school is called 'Aisyiyah Gemolong Prime Elementary School, which has different programs from other elementary schools. This Flagship Aisyiyah Elementary School is the oldest 'Aisyiyah Elementary School in Central Java.

Starting from something new and different, in the first year there were only 30 students in grade 1 elementary school, time after time the number of students continued to increase. With the permission of Allah SWT and the spirit of work of the 'Aisyiyah Gemolong Branch's Elementary and Secondary Education Council team, the principal, teachers, employees, and school committee of 'Aisyiyah Elementary School can prove their existence by owning land, buildings, other facilities and increasing public trust with an Islamic motto and achievement.

A. Process of Result Analysis

The strength of 'Aisyiyah Gemolong Prime Elementary School is that it is located in the center of the Gemolong sub-district city, located on a large area of land and there is still a lot of empty land to expand the school. Currently, the total area of land that has been acquired is 5,055 square meters, the cost of education is affordable for the community. The socio-religious role of the academic community in society is quite high. The leadership's commitment is very strong in managing the school. Apart from that, student performance is good in competitions held at the district sub-district level,

always winning the overall championship. Acceptance of New Students (ANS) does not use promotions, because kindergarten students have registered before the opening of ANS.

‘Aisyiyah Gemolong Prime Elementary School has 20 interest and talent development programs, such as HW (scout), Tapak Suci (Muhammadiyah owned martial arts), Music, Football, Badminton, Qiroah, Painting, Graphic Design, Tahfidz, Archery, Robotics, Taekwondo, Dancing, Swimming, Khitobah, Handy Craft, create language work, Little Doctor, Special Forces (Kopasus), Life Skills). The school also has 10 School-Owned Business Entities, usually known as BUMS SDAUG, such as Fatimah catering, Khadijah Shop, Suara Muhammadiyah Branch Shop in Sragen Regency, Photo Copy Business, Independent production of modules and textbooks, Internal travel agency such as field trips, Ayam Geprek restaurant, Student pick-up and drop-off service, Aisyah psychology services bureau, KRESIDA).

B. Formulation of Leadership Strategies at Gemolong ‘Aisyiyah Prime Elementary School

‘Aisyiyah Gemolong Prime Elementary School has a strong vision and mission in accordance with the need of the era, which is to realizing an Islamic Generation that is intelligent, skilled, creative, independent, has a global perspective and has Islamic morals. There are few steps of mission to accomplish that vision, the missions are:

- 1). Providing knowledge that is integrated with religious knowledge

- 2). Educate students to become individuals with a global perspective based on Islam
- 3). Apply Islamic values in everyday life.
- 4). Implement and appreciate diversity in accordance with Islamic values
- 5). Organizing school management that is trustworthy and professional

And the objectives of 'Aisyiyah Gemolong Prime Elementary School are:

- 1). Educate Muslim children to understand the basics of Islamic teachings correctly so that they give birth to strong faith, obedient worship and implementing Islamic law with akhlaqul karimah.
- 2). Educate Muslim children to become intelligent people and master the basics of science and technology as a provision for further self-development.
- 3). Develop the basics of reading, writing and arithmetic skills.
- 4). Develop an attitude of responsibility, independence, tolerance, mutual cooperation and emotional skills.
- 5). Develop the ability to solve problems and think logically, critically and creatively.
- 6). provide the basics of life skills, entrepreneurship and work ethic.
- 7). Develop a spirit of excellence intensively among all school members;
 - Excels in the formation of morals
 - Excelling in religious activities
 - Excellent in academic achievement
 - Excelling in art and creativity.
- 8). Implement participatory management, involving all school components and those related to the educational process.

Graduates of 'Aisyiyah Gemolong Prime Elementary School have Graduate Competency Standards in accordance with GCS set by the Government plus the school's internal targets as follows:

Mind (Aqliyah) Aspect In this aspect, students are expected to have the ability as an independent learner, such as, 1) Master few types of reading ability (reading thoroughly, students are able to read a book measuring 50 - 100 pages in 2-3 days with good mastery of the content and speed reading, students have the ability to read books quickly and get the gist of what is needed in a short time (for example in one sitting). 2) students are expected to have an ability and willingness to ask question or curiosity (ask freely, students with high curiosity are accustomed to and dare to ask anyone spontaneously, integrated asking, students have the ability to ask questions in a directed and planned manner according to the information needed). 3) students are expected to have an ability of writing (quick writing means students are able to gather information in written form quickly. For example, note down the sentences someone is saying in an interview, Summarizing, students take the essence of a piece of writing and write it in their own language. For example, students summarize a textbook. Create written work). 4) students are expected to have an ability of counting (students master the basics of numeracy at least in accordance with the National Education Department curriculum targets). 5) Have an ability of solution and systematic thinking (able to think systematically, children are used to thinking with simple logic, accustomed to thinking solutions. For example, when there is a problem, children do not think about who/what is the causal factor to be scapegoated but are more likely to look for the root of the problem and then solve it). Beside those five expected abilities above, students are also expected to have Islamic mindset and master

(cognitively) subject matter that has been targeted by the national curriculum with several variations developed by the school.

Islamic Education lesson has a target accordance with National Education Department curriculum and with addition such, tahfidz, minimum 1 Juz (Juz 30) and minimum 3 Juz for Tahfidz class, finalize (Khatam) Tilawah min. 4 times, able to perform shalat in accordance with sunah Rasul, memorize 35 prayers (du'a), memorize 30 short hadits about akhlak, memorize morning and afternoon prayer

Spiritual (*Ruhiyah*) Aspect, In spiritual aspect students are expected to able to carry out practical worship seriously and with a light heart, able to carry out things seriously and with a light heart manner like our Prophet Muhammad SAW. The things such, devoted to the parents (*Birrul Walidain*), eating and drinking manners, toilet etiquette, manners in clothing, manners in Mosque, manners in making friends, sleep etiquette, and manners towards nature. Students also expected to have the qualities of akhlakul karimah, have a clean heart (qolbun salim) like sensitive to the environment, always consider every action you will take, have a religious spirit, and always remember Allah. And then have a strong and militant *aqidah* (faith) for example have a sense of pride in Islam, have a spirit of defense of Islam, believe in the monotheism of Allah, and Understand and accept the vision, mission, objectives and preaching the struggle (khittah) of Muhammadiyah.

Physical (Jasadiyah) Aspect, Students are expected to have strong and healthy physical, which mean students are not easy to get sick just because of minor reasons such as: getting caught in the rain, traveling at night, etc. and the able to lift a peer's body using certain techniques. Students also expected to have skillful physical, which means students are not lazy or hesitate to do good things. Proficiency and Skill Aspect In this aspect students are expected

to have language ability, for example Arabic and English (mastering 700 vocabulary words and being able to use a dictionary as a tool. Able to translate simple sentences. For example, sentences found in children's books/magazines). Then expected to have ability to operate computer, which mean student able to operate a computer for writing needs (MS Word, Excel, Power Point). Having ability to do social interaction, communication, and leadership and able to do their own need independently

By referring to the vision, mission and objectives outlined in the graduate profile of 'Aisyiyah Gemolong Prime Elementary School above as well as referring to the direction and policies for the development of 'Aisyiyah Gemolong Prime Elementary School and several inputs from various parties, there are several things that form the basis of the learning process at 'Aisyiyah Gemolong Prime Elementary School, as follows:

- 1). The learning process refers to aspects of development as a whole, integrated in a balanced manner from the instrumentation possessed by humans, namely aspects of jasadiyah (physical), aqliyah (mind) and ruhiyah (spiritual).
- 2). A learning process that develops religious character, learner character and skill character.
- 3). The orientation of the learning process is achievement in the field of study and skill achievement (academic and non-academic)
- 4). The learning process is developed according to the rules of educational methods (easy, fun, challenging, doable and creates a positive image for students) all of which are developed in an Islamic school culture atmosphere.

As a frame of reference for creating an annual work program, goals or objectives for the 2023/2024 school year work program

are prepared. This goal is an effort to make 'Aisyiyah Gemolong Prime Elementary School a superior school in Sragen that is managed in a trustworthy and professional manner.

As a frame of reference for creating an annual work program, goals or objectives for the 2023/ 2024 school year work program are prepared. This goal is an effort to make Aisyiyah Gemolong Prime Elementary School become a superior school in Sragen that is managed in a trustworthy and professional manner. Goals and targets for the 2023/2024 academic year work program. The first program is to create a quality school management system, so that school performance can be easily measured and standardized. Indicators job description and clear work mechanism system, the flow of information and data documentation is carried out systematically, the measurement of target achievement for each area of work is clear. The second program is to create an Islamic school building character as a condition for socio-cultural religious education in schools. Indicators of Islamic school culture/culture:

a) Stick to Tauhid morals

Having awareness as a servant of Allah and understand that their activities are regulated by the All-Knowing, namely Allah SWT.

b) High obedience

Obedience to Allah SWT, the call of His Messenger, ulil amri who carries out the commands of Allah and His Messenger, as well as obedience to his leadership.

c) Ukhuwah Islamiyyah

Awareness that every Muslim is part of the Muslim community who helps each other in truth and piety and does not help each other in evil and sin and advises each other in truth and patience.

- d) **Hard work, struggle, sacrifice**
Awareness that Islam requires struggle and sacrifice. Always enthusiastic to work hard and never give up in facing the reality of life with various challenges and life problems.
- e) **Science**
An attitude of love and enthusiasm for studying as an obligation that cannot be abandoned.
- f) **Sincerity**
An attitude of working and doing charity sincerely as a condition for charity to be accepted by Allah SWT
- g) **Honesty**
Always uphold honesty. Honesty is not merely a norm that applies in society, but an honest attitude that is based on sharia principles.
- h) **Independency**
In facing all life's problems, it is emphasized to behave and do as optimally as possible with one's own strengths and resources.
- i) **Exemplary**
Ready to be a good role model in the school environment and in the community
- j) **Cleanliness, tidiness, and beauty**
Always maintain cleanliness, tidiness and organize the environment so that it is always beautiful.
- k) **Discipline**
Have high discipline (time discipline, work discipline), be punctual and always stick to the agreements made.
- l) **Innovative and creative**

Innovative means always trying to find new things that didn't exist before. And creative, which means always trying to develop what already exists into something better.

- m) Culture of smiles, greetings, politeness and manners
- n) Culture hastens to pray and congregation
- o) Culture of reciting Al-Qur'an

The third program is to increase integrated learning programs at all grade levels. The indicators such as improving the basic learning abilities and skills of learners (students), including the ability to read, write, speak, count and children's creativity, improve language skills (Indonesian, English and Arabic) according to grade level, have the ability to think in solutions and systematically according to class/age level, and have an Islamic mindset. The fourth program is to do a formation of morals and worship activities in accordance with the abilities of the class age, through habituation, responsibility and awareness. The indicators are: formula (guidebook) for coaching prayer/worship and morals, special program for moral/personality and worship development. The fifth program is to improving the quality of Teaching and Learning Activities, with indicators such the completion score is determined according to the level of difficulty, existing facilities and human resources (minimum KKM 70 on a scale of 100/ minimum KKM 2.66 on a scale of 4), student completion level for each subject reaches 80%, average class and subject score 75, remedial and enrichment for special children, orderly learning administration. The sixth program is to participate in competition events at sub-district, district, provincial and national levels. And the final program is to establish real efforts to improve school services to students, parents, teachers and the community and can increase school income, the indicators are: Own a shop and develop into a mini market to serve the

needs of students, teachers, parents and the community, have professional catering, has a large restaurant, has a professional Psychological Services Consultation Bureau, Collecting capital from the community/students' parents through eternal savings as working capital.

Leadership Strategies that Have Been Established in Program Implementation, Based on the results of an interview with the head of 'Aisyiyah Gemolong Prime Elementary School, Mr. Murdianto S.Pd, that since its inception the school has been designed as a superior school in the Gemolong sub-district, even including Aisyiyah Elementary School in Central Java Province which is developing very rapidly. Of the programs created for progress, providing experience, improving the quality of students, developing student interests and talents which are carried out, various competitions and championships are always participated in, so that they often receive the title of overall champion, both at sub-district level, Sragen district level and national level. organized by the Muhammadiyah Association, such as the Olympics. Comparative studies to various schools in the country and abroad, there are internship teacher programs from PTN (State University), PTM (Muhammadiyah University) and even from Japan.

The development of BUMS was carried out to improve teacher welfare, including a teacher pension program, Umrah program for teachers, in addition to increasing teacher human resources with various training, workshops, comparative studies, subject KKG programs, etc. Extraordinary support programs that are carried out regularly include: Pick-up and return, Morning Koran, Morning Briefing, Opening, Accompaniment during breaks, Accompaniment during snacks, Accompaniment during Wudhu and Prayer, Accompaniment at Lunch, Connecting Books, Closing , Achievement Development, Manhood/ Womanhood activities program, Cooking Class,

Learning Motivation Training, Work Tours, Out Bond, Outing Class, Market day, Art and work exhibitions, 'Aisyiyah Elementary School looking for talent, Home Visit, Phone Ringing/ Tahajud Call/ motivational SMS, Saturday habituation, Mabit (Baitul Arqam), HW Camp, Regular meeting of teachers and employees every Wednesday, Routine study of teachers and employees every Friday, etc.

CONCLUSION

The results of the research show that 'Aisyiyah Gemolong Prime Elementary School has implemented strategic management in an effort to improve the quality of education, for this reason several conclusions can be drawn as follows:

1. Strategic management of 'Aisyiyah Gemolong Prime Elementary School is improving the quality of the organization that has been implemented previously to achieve a goal
2. Eduactional quality planning in 'Aisyiyah Gemolong Prime School covers: (1) Curriculum, (2) facilities and infrastructures, (3) self-improvement programs, (4) teacher's quality improvement, (5) school's entrepreneurship

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