



**PRINCIPAL'S LEADERSHIP STRATEGY IN OVERCOMING THE CHALLENGES  
OF CHANGINGTIMES AT MIM PK KERTONATAN SCHOOL**

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**ABSTRAK**

Perubahan pada lembaga pendidikan mengalami perkembangan yang cukup pesat, dimana pendidikan merupakan suatu hal yang sangat berpengaruh dalam memajukan negara. Dalam konteks ini, penelitian ini mengeksplorasi implementasi strategi pemimpin dalam menghadapi perubahan. Pemimpin dalam suatu lembaga mempunyai peranan yang sangat penting dalam memberikan bimbingan, pengawasan, dan pengarahan agar lembaga tersebut berjalan sesuai dengan tujuan yang telah ditetapkan. Kepala sekolah juga berperan dalam pengambilan kebijakan dan akan menentukan tindakan strategis apa yang akan diambil untuk memajukan dan mempertahankan lembaga yang dipimpinnya serta menjadi penanggung jawab pengambilan keputusan jika terjadi konflik. Penelitian ini dilakukan dengan menggunakan pendekatan kualitatif dengan metode deskriptif dimana penulis menjelaskan fenomena yang diperoleh di lapangan dengan menggunakan metode pengumpulan data yang dilakukan dengan wawancara, dokumentasi, dan observasi. Kurangnya kompetensi sumber daya menjadi salah satu tantangan dalam penerapan strategi yang dilakukan kepala sekolah. Untuk mengatasi kendala tersebut, diperlukan strategi efektif yang harus dimiliki para pemimpin agar dapat beradaptasi dengan perubahan zaman dengan memberikan pelatihan secara berkala. Penelitian ini bertujuan untuk memberikan wawasan bagaimana menghadapi tantangan perubahan zaman dengan menggunakan beberapa strategi agar institusi dapat menerapkan dan beradaptasi terhadap perubahan zaman.

**Kata Kunci:** Strategi, Kepemimpinan, Tantangan Perubahan Zaman

**ABSTRACT**

Changes in educational institutions have experienced quite rapid development, where education is a very influential thing in advancing the country. In this context, this research explores the implementation of leaders' strategies in facing change. Leaders in an institution have a very important role in providing guidance, supervision, and direction so that the institution runs according to its stated goals. The school principal also plays a role in making policies and will determine what strategic actions will be taken to advance and maintain the institution he leads and be the person responsible for making decisions if a conflict occurs. This research was conducted using a qualitative approach with a descriptive method in which the author explains the phenomena obtained in the field using data collection methods carried out by interviews, documentation, and observation. Lack of competence in resources is one of the challenges in implementing strategies by school principals. To overcome this obstacle, it is necessary to have an effective strategy that leaders must have so that they can adapt to changing times by providing regular training. This research aims to provide insight into how to face challenges in changing times by using several strategies so that institutions can implement and adapt to changing times.

**Keywords:** Strategy, Leadership, Challenges of Changing Times

## INTRODUCTION

Throughout the history of education, the development of the world of education has been very challenging and has undergone drastic changes. From the colonial period that lasted for centuries to the time when Indonesia was independent. The background of educational changes in Indonesia is very complex, ranging from the economic, social, cultural, to political fields which are very influential in shaping the education system in Indonesia today. After the reading of the proclamation by Ir. Soekarno, education became the strongest support for the development of the Indonesian state. From here, Indonesia began to build schools, with the aim that the next generation of Indonesia could become people who are able to defend the Indonesian state. (Zamhari, Dwi Noviani 2023)

Leadership is the ability to influence a person or group so that they can work voluntarily and are willing to give their abilities to achieve a goal that has been set previously. (Tucker in Slamet B. Hartanto, 2016) Then, according to (Tead in Slamet B. Hartanto, 2016) defines Leadership as "Leadership is the activity influencing people to cooperate some good which they come to find desirable" which means Leadership is the activity of influencing people to cooperate in something they think is desirable. From the above theory, it can be concluded that leadership is a person who is able to influence someone to work without being forced (Hartanto 2016).

Leaders in an institution have a very important role in providing guidance, supervision, and direction to their staff so that the institution can run according to expectations and can achieve the goals that have been set. In addition to being a supervisor, the principal also plays a role in making policies in the school. The principal must determine what strategic actions will be taken to advance and maintain the institution he leads. Being a school principal is not an easy thing because as a school principal, you must be able to be a responsible person and have the courage to make decisions in the event of a conflict. A policy that has been made by the leader should be obeyed and implemented by the stakeholders in the institution as long as the decision is good for the institution. According to Wiryatmo in (Kamaludin 2023), a leader who takes policies has a great impact on conflict resolution steps through good communication. The principal must also lead a meeting to formulate the vision and mission of the educational institution which is carried out together with the staff and teachers in order to produce decisions that are sourced from various existing considerations. This step will minimize conflicts that will occur and anticipate problems that may arise in the future (Hulkin et al. 2024).

The challenges faced by leaders in the world of education must be very comprehensive, ranging from human resources, facilities, and infrastructure to challenges from external institutions, namely competition between schools, including challenges that must be faced by a school principal. The importance of the principal's strategy in the world of education is very helpful for institutions in adapting to the changes that are happening so rapidly today. With a strategy by the principal who collaborates with digital technology to improve the quality of education, the knowledge of teachers and students and develop skills that will be used by teachers in the classroom. The strategy used will help students in the future to be able to face educational changes and become students who have a global insight. (Hulkin et al. 2024)

This study aims to analyze the strategies of school principals in facing changes in the field of education, and aims to find out the description of the important role of a leader in an institution in facing the changing times. Specifically, this research focuses on what strategies leaders or principals use in dealing with changing times, such as changing curriculum, and the implementation of digital technology in learning, and must provide insight and skills into digital technology for staff and teachers in the schools they lead. This research is expected to complement a leadership theory and become part of the contribution to science where a strategy taken by a leader must be in accordance with the times needed at this time.

## RESEARCH METHODS

This research is a field research or field research that is carried out systematically to take data in the field. (Septiani and Wardana 2022) This study uses a qualitative approach with a descriptive method in which the author explains the phenomena obtained in the field. According to Sugiyono (2018) said that data collection techniques are the most effective way in a research, because they get data in accordance with the situation in the field. The data collection method is carried out by interviews, quotes, and observations. The interview conducted by the author was an interview with the principal of MIM Kertonatan who is the highest decision-maker in the institution.

## RESULTS AND DISCUSSION

### A. The Role of Principal Leadership in Facing Changes in the School Environment

Role can be interpreted as behavior that is regulated and expected in a certain position, in which the leader in the organization has a role. Leadership is generally defined as the ability in readiness possessed by a person to be able to influence, encourage, invite, lead, move, direct, and if necessary, force people or groups to accept influence or change to achieve goals. (Kusmanto, Mushab Hidayatullah, Suryani 2024).

This is the principal as a change leader is carried out with three basic thoughts, namely, creating a competitive advantage for the school by developing the resources owned by the school, so that the school principal prioritizes the process and common perspective for all school residents to achieve the desired goals, in addition to being able to create an effective school based on the ability of the resources owned by the school, which the principal can ensure the improvement of professional standards in the face of changes and challenges and strategic thinkers in considering input from school residents. (Kamaludin 2023)

To be able to clearly see how the role of leadership in change there are several roles of leaders, including: The role of the leader as a visionary and strategist, where the leader is a person who is responsible for directing the organization in the right direction, and a school principal leader can establish, disseminate, and develop a vision and show new ways in the future. Leaders play the role of politicians and spokespersons, meaning advisors, spokespersons, and negotiators for their subordinates. The role of the leader as a coach means that the leader has been embedded in the sense of responsibility to build the squad and nurture people in the organization. Leaders act as agents of change, in a position for the future, where leaders have great influence in decision-making for change.

Wibowo (Adi Darma 2019) stated that there are several roles of leaders in change management, such as Creating effective working relationships, shifting the manager's function, leading by example, influencing others, developing teamwork, involving subordinates in decision-making, empowering subordinates with a way of life, and building commitment.

The process of changing the school from the current condition to the desired condition is not easy, therefore it requires steps to achieve it by finding, in this step, the principal can find what components need to be changed and in what elements the change is. Communicate, in this step, the findings are communicated with the relevant parties to get confirmation of whether this is really the case. Examining and analyzing, the problem is studied to find the causative factors through various relevant data and then analyzed carefully. Seeking support, in this step assures that the problem is real and the principal looks for resources, both people and means that reinforce the existence of the problem and find a way to make changes. Trying, at this stage, it is possible to have pros and cons to change, because this process needs to consider the existence of supporting factors so that

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change can run well. Accepting change, at this stage change begins, as a problem solving to solve, school residents need to build togetherness and effective communication (Adi Darma 2019).

The analysis of the results of the interview regarding the role of leadership in change in MIM PK Kertonatan school includes readiness in decision-making, the principal must be ready to assess the situation or circumstances and then be able to determine how the opinion is taken and can inform the teachers. Being able to influence the culture in MI MK Kertonatan, the principal is able to create a positive culture, where a leader can encourage a value of trust, openness and responsibility. Readiness in facing changes, in terms of becoming a school principal, must be ready in any conditions, both in yesterday, current and future changes, be it related to the current condition of the school, the potential that must be explored for the progress of the school, which is especially related to human resources and the school environment. Being able to communicate well, means that a leader must be able to adapt to educators and students and be able to listen to input from all parties. Able to encourage educators and students to collaborate to achieve common goals.

#### **B. The Principal's Strategy in Facing the Changing Times**

Ideally, a leader is a person who is able to think innovatively and visionarily, because leaders are required to be able to influence a person or group of people with their ideas and have a clear vision of the goals and direction of an organization in the future. (Sucianti et al. 2014) Visionary leaders have a great influence in inspiring their subordinates, building a strong organizational relationship, and are able to help the institution grow. The characteristics of a visionary leader are teeth and courage in taking actions and decisions, strategic, optimistic, inspirational, and innovative (Ariefah Sundari, Ahmad Fathur Rozi 2022).

Leadership strategies in dealing with change according to the results of interviews with the principal of MIM PK Kertonatan are as follows:

1. Readiness to Face Change: School principals must be ready to lead in all conditions and explore the potential of human resources and the environment for the advancement of the institution.
2. Involvement of All Elements: Engage all school residents, both students and teachers, in formulating strategies to reduce rejection and improve communication.
3. Success Measurement: Success is measured by the ability and readiness of human resources in achieving the school's vision and mission.
4. Utilization of Technology: Encouraging teachers to innovate and utilize modern technology to make learning more interesting.
5. HR Training: Conduct needs-based training and mentoring to improve the competence of teachers, especially the elderly.
6. Strategy Evaluation and Revision: If the strategy does not work, conduct an evaluation to find obstacles and revise the approach to make it more effective.

This is relevant to the theory of leaders' strategies in facing change according to Datacore (2022) which was quoted from the journal on the development of human resource management strategies in digital transformation to improve company performance by Eddy Susanto, et al. This includes improving the digital employee experience, namely by simplifying administrative processes to make new employees' work easier and increase productivity. Provide opportunities to communicate ideas by providing opportunities for employees to exchange ideas to develop potential and encourage innovation. Utilizing digitalization in HR using process optimization strategies and improving communication between employees through digitalization. (Eddy Susanto, Ida Bagus Komang Darma Yudanta, I Made Suparsana, Made Budi Ugiantara, I Gusti A. Made Ari Herawan 2024)



If there are obstacles in its implementation, the principal conducts "evaluation activities on how the implementation is carried out, whether there are obstacles in human resources that are not optimal, infrastructure, costs or obstacles in the preparation that are not mature, then we always evaluate so that we can measure the extent to which the learning goals have been achieved and can make decisions. In addition to being evaluated, the steps I take are to be able to analyze the causes of the unsuccessful implementation of the strategies that have been implemented, then revise the strategies based on the results of the analysis, and provide additional training to teachers to support better implementation". (Interview with the principal at MIM PK Kertonatan)

The importance of education emphasizes the importance of training focused on the development of employee skills and knowledge, including online training. Providing indirect rewards, will encourage the motivation of teachers and staff and support the development of the company by rewarding them for their extraordinary performance. Budgeting funds is also very influential in the running of all VISION and MISSION through strategies, so budgets must be made based on the need to implement HR programs, including digital training. (Eddy Susanto, Ida Bagus Komang Darma Yudanta, I Made Suparsana, Made Budi Ugiantara, I Gusti A. Made Ari Herawan 2024)

As for providing training for older teachers, the principal made a decision "By conducting needs-based training, in addition to that it can also do mentoring and mentoring, namely by offering a program where senior teachers can be guided by younger teachers or experts in certain fields, by using flexible learning methods which use a variety of methods to accommodate various learning styles and can listen to feedback such as involving older teachers in planning so that they feel more valued and engaged. The strategies used in managing resources to be efficient are such as being able to develop their human resources such as training teachers to be more competent in carrying out their duties so that they can increase productivity, in addition to being able to take advantage of sophisticated technology, careful budget planning and routine monitoring and evaluation so that they can identify areas that need to be improved (Interview with the principal at MIM PK Kertonatan).

### C. Challenges and Solutions in Facing Changing Times

Every decision taken by the leader certainly does not go so smoothly, there must be rejection from several parties because they feel that they do not have security, and feel anxiety, insecurity, and insecurity in the decisions that have been set. When we experience feelings like this, it means that we are considered to be people who experience a state of anticipatory sadness, which is a phenomenon that shows when we experience a considerable change in our lives. In line with his theory, Kurt Lewin (Widyaningrum, Roro, and Nurdianti 2022) states that there are two factors that support change, namely the natural instinct factor of humans themselves and the opposing factor.

According to Coch and French Jr. (Iin Kurniati, 2021), there are six tactics that can be used to overcome the rejection that occurs, providing education and communication about the background of a change to all parties. Invite all parties and give members the opportunity to take part in formulating policies. If a member experiences anxiety about a change, provide support to overcome a possible rejection. If there are parties who oppose a change, invite them to negotiate together and offer some alternatives that may be able to fulfill their wishes. Manipulating or covering up all unwanted conditions, but showing good things that will happen and giving the position to the leader to make decisions is the best way. In this last method, if the person cannot overcome the refusal that occurs, the meal will be coerced by giving punishment or threats to someone who opposes a change.

From the results of the interview conducted with the principal of MIM PK

Kertonatan, in resolving the rejection that occurred, the principal took several steps in accordance with the existing theory. The principal uses steps that are in accordance with the theory according to Coch and French Jr. (Iin Kurniati 2021)

In an interview with the principal, he said, "Always involve all school residents, both students, and teachers, because it will have an effect in giving input on how to do well, what should be improved and where are the shortcomings. Rather, it is not a rejection but a consideration or input so that the strategy can run better. In addition to this, communication is very important". (Interview with the principal at MIM PK Kertonatan)

Principal leadership that demonstrates a supportive, listening, and supportive attitude to teachers also has a positive influence on teacher participation and engagement. Teachers who feel the support and attention of the principal tend to participate more in education quality development programs and are more involved in the process of developing and implementing school policies.

The information and communication technology (ICT) revolution has changed the way we learn, teach, and interact in the context of education. The development of the internet and digital devices has opened up access to a wider and more diverse range of learning resources, allowing the adoption of more interactive and adaptive learning methods. Another challenge faced is the gap between the educational curriculum and the needs of the industry. A curriculum that is outdated or less relevant to the demands of the job market can produce graduates who are not ready to face the dynamic world of work. Therefore, there needs to be adjustments in the educational curriculum to ensure that students are equipped with skills that are appropriate for future needs. (Fatimah, B. Herawan Hayadi, Furtasan Ali Yusuf, Masubaitillah 2024)

Another challenge is the lack of relevance of the curriculum to the needs of the future job market. Rapid changes in the global economy demand adjustments in the educational curriculum to ensure that students are equipped with skills that match the demands of the job market. However, the long and complicated curriculum preparation process, as well as the lack of coordination between educational institutions and industry, often hampers efforts to update the curriculum in a timely manner. Therefore, there is a need for close collaboration between the government, educational institutions, and industry in determining the needs of the job market and integrating relevant skills in the educational curriculum. In facing the challenges of change in the Indonesian education system, a holistic and integrated approach involving various stakeholders, ranging from the government, educational institutions, teachers, parents, to society as a whole, is needed. Only with close cooperation and strong commitment from all parties can Indonesia's education system overcome the complex challenges of change and ensure that every child has access to a quality education that can prepare them for a better future. (Fatimah, B. Herawan Hayadi, Furtasan Ali Yusuf, Masubaitillah 2024)

Lack of resources affects the ability of junior high schools to implement organizational change in accordance with the Lewin concept, and strategies that can be used to manage such limited resources. Lack of resources is a significant challenge that can affect the ability of junior high schools to implement organizational change in accordance with the Lewin concept. Schools often face limitations in terms of budget, personnel, time, and infrastructure, all of which can be obstacles to planning and implementing effective change. In the context of organizational change, a lack of resources can hamper a school's ability to provide adequate training for teachers, purchase or develop new learning materials, or expand additional educational services to support such change. In addition, human resource limitations can also affect the school's ability to manage change properly, as staff may feel overwhelmed or lack support in implementing change. To address these challenges, several

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strategies can be used to manage limited resources more effectively. (Riwayanto, Hayadi, and Yusuf 2024)

Based on the results of the interview with the principal, "the biggest challenge as a leader is like carrying out the vision and mission that wants to move forward, this is one of the obstacles because there will definitely be problems in running a school program. In addition, there are also challenges such as holding important activities, so that everything goes well, of course, it must be carefully prepared, mental health and student welfare are also a challenge forme because as a school principal in charge of developing strategies to support welfare, this is important in ensuring that educators are equipped with the skills needed to support students' mental health. (Interview with the principal at MIM PK Kertonatan)

Not many people like change, but even so, change is inevitable. Because the essence is like that, change management is needed so that the process and impact of the change lead to a positive point. Many problems can occur when changes are about to be made. The most frequent and prominent problem is the "rejection of change itself". A very popular term in management is resistance to change. The rejection of change is not always negative because it is precisely because of this rejection that change cannot be done arbitrarily.

Rejection of change does not always appear on the surface in a standard form. Objections can be obvious (explicit) and immediate, for example, protests, threatening strikes, demonstrations, and the like; or they can also be implicit, and gradually, for example, loyalty to the organization decreases, work motivation decreases, work errors increase, attendance rates increase, and so on. For analytical purposes, it can be categorized as a source of rejection of change, namely rejection made by individuals and rejected by groups or organizations (Rizal and Kahfi 2023).

Individual rejection occurs because of personality problems, perceptions, and needs, so individuals have the potential to be a source of rejection of change. Individual rejection can occur because of the habits of behavior patterns that we display repeatedly throughout our lives. If the change has a great effect on the pattern of life, then a self-mechanism appears namely rejection. A sense of security, if the current conditions already provide a sense of security, and we have a relatively high need for a sense of security, then the potential to resist change is also great. Economic factors as a source of rejection of change due to declining income. An individual's perspective on the world around him influences attitudes. At first, the family planning program was rejected by many people, because many viewed this program as contrary to religious teachings, thus causing a negative attitude (Rizal and Kahfi 2023).

Organizational rejection where the essence of the organization is indeed conservative. They actively resist change. For example, educational organizations that introduce the doctrine of openness in facing challenges turn out to be the most difficult institutions to change. The education system that now runs in schools is almost certainly relatively the same as what happened twenty-five years ago or even more. So do most business organizations (Rizal and Kahfi 2023).

#### **D. The Impact of Principal Leadership on Improving the Quality of Education**

Analysis of the impact of school principals' strategies on changes in improving the quality of education, Based on an analysis of 20 scientific articles cited in the Journal of School Principals' Strategies in Improving the Quality of Education at the Elementary and Secondary School levels. The implementation of the principal's strategy to improve the quality of education has important implications, including (Nafindra and Rifqi 2022):

1. Improvement of teacher ability: Teachers will become more professional by obtaining educator qualifications and increasing teacher discipline and responsibility in carrying

out their duties.

2. Graduation Rate: The graduation rate reaches the target of 100% and increases the number of students who can enroll in the school of their choice.
3. School Performance and Image: Increased accreditation and school branding, increased interest in new student admissions and competition with other institutions as well as, greater support from parents and stakeholders.
4. Academic and Non-Academic Achievements: Many students win competitions and improve national exam scores.
5. Provision of facilities and infrastructure: Improvement of facilities with regional and government support, including building construction.

The strategy of the principal of MIM PK Kertonatan plays an important role in creating a quality educational environment. Teacher capacity building shows that investment in professional development is essential to creating a high-quality teacher workforce. Furthermore, the high completion rate reflects the effectiveness of the teaching and learning process carried out. A better school image and better performance not only attract more students but also increase parental trust, which is an important factor in the success of the school. Good academic and non-academic achievement shows good motivation and support in the school environment. Finally, the provision of facilities and infrastructure shows that collaboration between schools and the community can yield positive results by ensuring that students have facilities that support their learning. Overall, an effective school leadership strategy can create a holistic and sustainable education ecosystem.

## CONCLUSION

The implementation of change in an institution or organization, leaders or school principals have a very important role in determining a decision and determining what strategy will be used in its implementation. A leader must be able to think visionarily about the goals and direction of the institution he leads. A visionary leader is a person who is toothed and courageous in taking actions and decisions, strategic, optimistic, inspirational, and innovative. Every change that is made the most frequent problem is rejection from stakeholders, therefore the leader must be able to provide an understanding of the background of the change, provide space for his subordinates to take part in formulating policies, and if there is anxiety that occurs here, the role of the leader is to motivate his subordinates. With the implementation of a good principal strategy, it will have an impact on the institution, namely: improving teacher ability, graduation rate, performance, and school image, as well as academic and non-academic achievements of the school.

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