



The Development of an Integrity Zone at the Office of the Ministry of Religious Affairs of Jember Regency: A Review of Management Functions from an Islamic Education Perspective Using the PDCA Approach

Faisol Abrari

Darul Ulum Islamic University, Lamongan, East Java, Indonesia

Article History:

Received: October 2025

Revised: November 2025

Accepted: December 2025

Published: December 2025

Keywords:

Integrity Zone; PDCA Cycle; Bureaucratic Reform; Good Governance.

Correspondence

faisolabrari@gmail.com

Abstract:

This study aims to analyze the implementation of Integrity Zone (ZI) development toward Corruption-Free Areas (WBK) and Clean and Serving Bureaucratic Areas (WBBM) through a management function perspective based on the PDCA (Plan, Do, Check, Act) cycle at the Office of the Ministry of Religious Affairs in Jember Regency. The development of Integrity Zones often encounters challenges related to bureaucratic formalism, where implementation tends to focus on fulfilling administrative documents rather than achieving substantive transformation. Therefore, a systematic and sustainable management framework is required to ensure the effectiveness of bureaucratic reform. This research employed a qualitative approach with a descriptive-analytical design. Data were collected through in-depth interviews with institutional leaders, the head of the ZI team, and coordinators of change areas. These data were further supported by direct observation and documentation studies of the ZI Evaluation Worksheet (LKE). Data analysis was conducted through data reduction, data display, and thematic conclusion drawing. The findings reveal that the success of Integrity Zone development is strongly supported by the consistent application of the PDCA cycle at every stage of management. In the planning phase (Plan), the organization formulates strategies based on actual needs. The implementation phase (Do) involves measurable bureaucratic reform programs. The evaluation phase (Check) ensures the achievement of performance indicators, while the action phase (Act) promotes continuous improvement. These findings indicate that the Integrity Zone is not merely an administrative instrument but has evolved into an organizational culture that emphasizes continuous improvement. Leadership plays a crucial role as a role model in internalizing integrity values, thereby fostering a clean, accountable, and service-oriented bureaucracy in a sustainable manner.

INTRODUCTION

The increasing public demand for clean, transparent, professional, and accountable governance has become a major driving force behind bureaucratic

How to Cite:

Abrari, F., (2025) The Development of an Integrity Zone at the Office of the Ministry of Religious Affairs of Jember Regency: A Review of Management Functions from an Islamic Education Perspective Using the PDCA Approach
Copyright © 2025 The Author



reform in Indonesia. In recent years, this demand has intensified alongside the expansion of digital governance and public scrutiny through social media platforms, which expose inefficiencies and maladministration in real time. The government has responded by strengthening reform agendas, particularly through the development of Integrity Zones (ZI) aimed at achieving Corruption-Free Areas (WBK) and Clean and Serving Bureaucratic Areas (WBBM). However, despite these efforts, many public institutions still struggle to transform normative commitments into measurable performance improvements. Recent reports (Kemenpan RB, 2023) indicate that while many institutions achieve formal compliance, only a limited number demonstrate sustainable service quality improvement. This phenomenon reflects a persistent gap between policy design and practical implementation, particularly in service-oriented institutions such as the Ministry of Religious Affairs, which operates within complex socio-religious dynamics.

The Ministry of Religious Affairs represents a unique institutional setting due to its dual responsibility in managing administrative and spiritual services. Its functions extend beyond technical governance to include emotionally sensitive services such as marriage registration, hajj administration, and Islamic education management. Recent studies (Hidayat & Karim, 2023; Fauzo, 2024) highlight that institutions with high emotional service intensity often face greater challenges in maintaining service consistency and transparency. Public trust in religious institutions is highly dependent on perceived integrity, making the implementation of Integrity Zones particularly crucial. However, empirical observations reveal that service delivery in many regional offices still encounters issues such as procedural delays, inconsistent service standards, and limited responsiveness to public complaints. These conditions suggest that bureaucratic reform within religious institutions requires a more adaptive and integrative management approach that aligns structural reforms with cultural transformation.

At the regional level, the Office of the Ministry of Religious Affairs in Jember Regency operates within a highly complex socio-demographic environment. Jember is known for its dense population of Islamic boarding schools (*pesantren*), religious organizations, and diverse community needs. This complexity results in a high volume of daily public service interactions, placing significant pressure on institutional performance. According to recent regional governance studies (Rahman et al., 2024), high-demand service environments often expose weaknesses in coordination, monitoring, and human resource management. In this context, the implementation of the six areas of change within the Integrity Zone framework becomes critical. These include change management, organizational structuring, human resource management, accountability strengthening, supervision, and public service quality improvement. However, the effectiveness of these components largely depends on how they are integrated into a coherent and sustainable management system.

Despite the structured framework provided by government regulations, the implementation of Integrity Zones frequently encounters the problem of bureaucratic formalism. Recent research (Prasetyo, 2023; Lestari & Nugroho, 2025) identifies a recurring pattern where institutions focus primarily on fulfilling administrative requirements for evaluation purposes rather than achieving substantive organizational change. This phenomenon is often referred to as

“compliance-oriented reform,” where success is measured by documentation completeness rather than service outcomes. As a result, improvements tend to be temporary and unsustainable, with organizations reverting to previous practices once evaluation periods end. This condition highlights a critical gap in the existing reform approach, namely the absence of a continuous improvement mechanism that ensures long-term behavioral and systemic change within public institutions.

To address this gap, recent literature emphasizes the importance of integrating quality management principles into bureaucratic reform. The PDCA (Plan, Do, Check, Act) cycle has been widely recognized as an effective framework for continuous improvement in organizational management. Studies conducted between 2023 and 2025 (Sari & Widodo, 2023; Chen et al., 2024; Putra, 2025) demonstrate that organizations implementing PDCA consistently achieve better performance outcomes due to their ability to systematically plan, execute, evaluate, and refine processes. The PDCA cycle provides a structured approach that connects strategic planning with operational execution and evaluation, ensuring that improvements are data-driven and sustainable. In the context of public sector reform, PDCA offers a practical mechanism to align policy objectives with daily administrative practices.

Furthermore, the integration of PDCA into Integrity Zone development allows for a more dynamic and responsive management system. In the planning phase, institutions can identify key performance indicators and design targeted reform strategies. During implementation, these strategies are operationalized through service innovation and digital transformation. The evaluation phase enables organizations to monitor progress and identify deviations, while the action phase ensures that corrective measures are taken promptly. Recent findings (Nasution & Prabowo, 2024) suggest that institutions adopting iterative management cycles are more resilient to policy changes and external pressures. However, despite its potential, the application of PDCA in the context of Integrity Zone development within religious institutions remains underexplored, indicating a significant research gap.

Previous studies on bureaucratic reform have primarily focused on structural and regulatory aspects rather than managerial processes. For instance, research by Ahmad (2023) and Santoso (2024) emphasizes policy compliance and institutional readiness, while studies by Wulandari (2025) highlight the role of leadership in promoting integrity values. Although these studies provide valuable insights, they do not sufficiently address how management cycles such as PDCA can be operationalized within the Integrity Zone framework. This limitation underscores the need for a more comprehensive analytical approach that integrates regulatory, managerial, and cultural dimensions of reform. Therefore, examining the implementation of PDCA within Integrity Zone development offers a novel perspective that bridges existing theoretical and practical gaps.

The novelty of this study lies in its integrative approach, combining the regulatory framework of Integrity Zones with the functional management perspective of the PDCA cycle within a religious institutional context. Unlike previous studies that treat bureaucratic reform as a static compliance process, this research conceptualizes it as a dynamic and continuous improvement system. Additionally, this study contributes to the field of Islamic educational management by highlighting the role of value-based leadership and ethical

governance in sustaining reform initiatives. By situating the analysis within the Ministry of Religious Affairs, this research also provides context-specific insights that are often overlooked in general public administration studies.

Based on the theoretical background, empirical challenges, and identified research gaps, this study aims to provide a comprehensive analysis of Integrity Zone development through the PDCA management perspective at the Office of the Ministry of Religious Affairs in Jember Regency. The findings are expected to contribute not only to the advancement of bureaucratic reform practices but also to the development of adaptive management models in public sector institutions, particularly those operating within complex socio-religious environments.

RESEARCH METHOD

This study employed a qualitative approach with a descriptive-analytical research design. The qualitative approach was selected to explore, describe, and interpret in depth the implementation of the six Areas of Change within the Integrity Zone (Zona Integritas) in a natural setting at the Office of the Ministry of Religious Affairs (Kankemenag) of Jember Regency (Creswell & Creswell, 2018). This approach enables a holistic understanding of organizational dynamics, work culture, and managerial practices that cannot be captured through quantitative measures.

The research subjects were determined using a purposive sampling technique, focusing on individuals directly involved in the development of the Integrity Zone. The key informants consisted of leadership and technical implementers of the ZI program. These included the Head of the Office, the Chairperson of the Integrity Zone Team, and coordinators of each Area of Change. The selection of these informants aimed to obtain comprehensive and in-depth data representing all dimensions of the ZI implementation.

Data were collected through three primary techniques: in-depth interviews, participatory observation, and document analysis. Semi-structured interviews **were conducted to explore informants' perspectives, experiences, and strategies** in implementing the Integrity Zone. Observations focused on public service activities, bureaucratic reform programs, and workplace interactions. Document analysis was carried out on the Integrity Zone Evaluation Worksheet (LKE), strategic plans, performance reports, and other relevant supporting documents.

The descriptive-analytical nature of this study was used to examine empirical facts, classify bureaucratic practices, and critically analyze the alignment between the six Areas of Change and the four management functions of the PDCA cycle (Plan, Do, Check, Act). Data analysis followed the stages of data reduction, data display, and thematic conclusion drawing. To ensure data validity, triangulation of sources and methods, as well as member checking, were employed. This approach allowed the study to go beyond administrative compliance and to uncover deeper meanings, challenges, innovations, and leadership roles in fostering integrity and continuous improvement.

Table 1. Interview Respondents

No.	Initials	Position/Role	Area of Responsibility
1	SO	Head of Office	Overall leadership and policy direction
2	FA	Chairperson of Integrity Zone Team	Coordination of ZI implementation
3	MT	Coordinator	Change Management
4	AT	Coordinator	Organizational Structuring and Governance
5	RW	Coordinator	Human Resource Management System
6	EC	Coordinator	Strengthening Accountability
7	PAS	Coordinator	Strengthening Supervision
8	MNH	Coordinator	Public Service Quality Improvement

RESULTS AND DISCUSSION

RESULTS

Implementation of Integrity Zone Based on Work Culture and Leadership

The development of the Integrity Zone (ZI) at the Office of the Ministry of Religious Affairs in Jember Regency reflects a substantive shift from procedural compliance toward a value-driven organizational culture. Empirical findings indicate that ZI implementation is embedded in the daily behavior of civil servants through the institutionalization of “BERSINAR” work culture values, which emphasize integrity, professionalism, and service excellence. This transformation supports the argument that sustainable reform requires cultural internalization rather than mere administrative fulfillment (Creswell & Creswell, 2018). The Head of Office (SO) explicitly stated, “ZI is not merely a program but a work ethos that must live in every service interaction,” highlighting the transition from symbolic adoption to practical embodiment. Such findings demonstrate that organizational change is more effective when values are translated into observable practices, reinforcing the importance of cultural alignment in public sector reform (Robbins & Judge, 2017).

Leadership emerges as a central determinant in strengthening this cultural transformation. The study found that leaders actively function as role models, ensuring that ethical values are consistently demonstrated and reinforced. The Chair of the ZI Team (FA) explained that “internalization is carried out through continuous engagement, including morning assemblies, coaching sessions, and direct supervision.” This layered approach enables employees not only to understand ZI conceptually but also to internalize it behaviorally. In line with transformational leadership theory, leaders influence organizational members by setting examples and fostering shared values (Northouse, 2019). The findings suggest that leadership commitment significantly enhances employee compliance and motivation, thereby strengthening the institutionalization of integrity values within the organization.

Furthermore, the integration of work culture and leadership practices contributes to the sustainability of ZI implementation. Observational data confirm that employees demonstrate increased discipline, transparency, and accountability in their daily responsibilities. One coordinator (MT) noted that

“when leaders consistently demonstrate integrity, employees naturally follow the same standards.” This indicates a cascading effect of leadership behavior on organizational culture. The synergy between leadership and cultural values ensures that ZI is not perceived as a temporary initiative but as a continuous organizational commitment. This aligns with quality management perspectives emphasizing the role of leadership in sustaining continuous improvement and organizational excellence (Evans & Lindsay, 2020).

Picture 2. Integrity Zone Implementation Cycle



Integration of Six Areas of Change within the PDCA Management Cycle

The successful implementation of the Integrity Zone in Jember Regency is closely linked to the integration of six areas of change within the PDCA (Plan, Do, Check, Act) management cycle. During the planning phase (Plan), the organization formulates strategic documents based on risk analysis and institutional needs. The Coordinator of Change Management (MT) emphasized that “planning is designed based on actual organizational challenges, ensuring that programs are both relevant and measurable.” This approach reflects Deming’s principle that effective planning must be systematic and data-driven (Deming, 1986). The establishment of a competency-based ZI team further strengthens the planning process by ensuring that each member contributes according to their expertise.

In the implementation phase (Do), the organization executes programs through structured and technology-based approaches. Digital innovations such as the Pusaka application and “Web Bersinar” platform have significantly improved service accessibility and efficiency. The Coordinator of Governance (AT) stated that “digitalization enhances transparency and minimizes bureaucratic delays,” indicating the strategic role of technology in modern governance. Additionally, human resource strengthening is achieved through electronic attendance systems and continuous training programs. The HR Coordinator (RW) noted that “capacity-building initiatives ensure that employees remain competent and accountable in their roles.” These findings align with contemporary public management theories that emphasize digital transformation and human capital development as key drivers of organizational performance (Osborne, 2018).

The evaluation and follow-up phases (Check and Act) demonstrate the organization's commitment to continuous improvement. Performance monitoring is conducted through periodic reviews, supported by systems such as the Whistleblowing System (WBS) and the Gratification Control Unit. The Accountability Coordinator (EC) explained that "regular evaluation ensures alignment between planned targets and actual outcomes," while the Supervision Coordinator (PAS) highlighted the preventive function of monitoring systems. In the action phase, corrective measures are implemented based on evaluation results and public feedback. The Public Service Coordinator (MNH) stated that "community satisfaction surveys directly inform service improvements." This cyclical process confirms that PDCA is not merely a theoretical model but a practical framework for sustaining organizational quality and integrity (Goetsch & Davis, 2020).

Strengthening Supervision Systems and Continuous Improvement

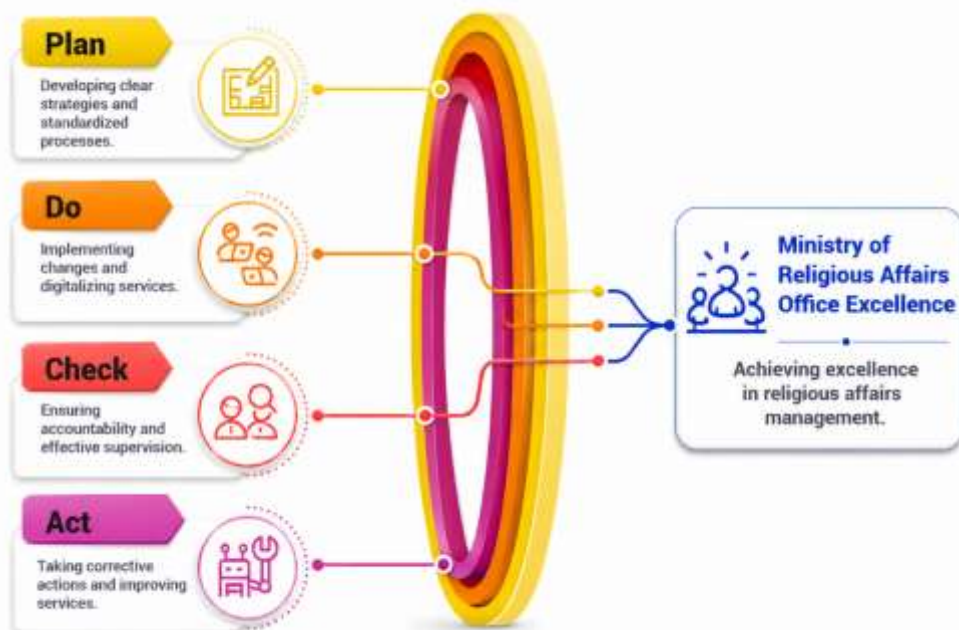
The strengthening of supervision systems represents a critical component in sustaining the Integrity Zone initiative at the Ministry of Religious Affairs Office in Jember. The study found that supervision is conducted through an integrative approach combining internal control mechanisms and external public participation. Various reporting channels, including the Whistleblowing System (WBS), suggestion boxes, and hotline services, provide accessible means for community engagement. The Supervision Coordinator (PAS) stated that "supervision is not only about detecting errors but also about preventing deviations before they occur." This perspective aligns with modern governance principles emphasizing preventive and participatory oversight (Denhardt & Denhardt, 2015). The existence of these mechanisms ensures transparency and strengthens public trust in government institutions.

In addition to participatory supervision, the organization has developed proactive strategies to mitigate corruption risks. The Gratification Control Unit (UPG) plays a significant role in monitoring high-risk service areas, such as marriage registration at Religious Affairs Offices (KUA). An innovation known as S'GRA Nikah has been introduced to enhance transparency and accountability in service delivery. One coordinator (EC) explained that "preventive systems are essential to ensure that integrity is maintained consistently across all service points." This finding highlights the importance of combining regulatory compliance with innovative solutions to address potential vulnerabilities. Such practices are consistent with anti-corruption frameworks that prioritize prevention over enforcement (Transparency International, 2020).

Continuous improvement is further reinforced through systematic evaluation mechanisms, including the Anti-Corruption Perception Survey (SPAK) and Public Satisfaction Survey (SPKP). These instruments provide empirical data for assessing organizational performance and identifying areas for improvement. The Head of Office (SO) emphasized that "every evaluation result must be followed by immediate corrective action," demonstrating a strong commitment to quality enhancement. This approach reflects the principles of Total Quality Management, which stress the importance of iterative evaluation and continuous refinement (Evans & Lindsay, 2020). Overall, the findings indicate that sustainable ZI development is achieved through the integration of supervision, innovation, and

continuous improvement practices, ensuring long-term organizational integrity and service excellence.

Picture 3. Integrity Zone Development Strategy based on the Deming Cycle



DISCUSSION

Integrity Zone Implementation in the Perspective of Organizational Culture and Transformational Leadership

The findings of this study indicate that the implementation of the Integrity Zone (ZI) at the Ministry of Religious Affairs Office in Jember Regency is not merely administrative but deeply rooted in organizational culture. This aligns with Edgar Schein's Organizational Culture Theory, which posits that sustainable organizational change occurs when values, beliefs, and assumptions are internalized into daily practices. The "BERSINAR" work culture identified in this study represents an artifact, espoused value, and underlying assumption that collectively shape employee behavior. In this context, ZI becomes a cultural system rather than a regulatory framework. The statement from the Head of Office (SO) that ZI is a "work spirit" reflects the internalization of values at the deepest cultural level. This reinforces that bureaucratic reform cannot succeed without cultural transformation, as rules alone are insufficient to change behavior. Thus, the study confirms that embedding integrity values into organizational culture enhances sustainability and effectiveness of public sector reforms.

Furthermore, the role of leadership in this transformation can be explained through Transformational Leadership Theory (Bass & Avolio), which emphasizes the importance of leaders in inspiring, motivating, and shaping follower behavior. The findings reveal that leaders in Kankemenag Jember act as role models who consistently demonstrate integrity and accountability. This is evident from the structured internalization strategies described by the ZI Team Chair (FA), including coaching, daily briefings, and direct supervision. These practices align with the four dimensions of transformational leadership: idealized influence,

inspirational motivation, intellectual stimulation, and individualized consideration. Leaders not only enforce compliance but also cultivate intrinsic motivation among employees. This suggests that leadership effectiveness significantly determines the success of integrity-based programs, particularly in bureaucratic settings where hierarchical influence remains strong.

Moreover, the integration of organizational culture and leadership creates a reinforcing cycle that sustains ZI implementation. Drawing on Total Quality Management (TQM) Theory, leadership commitment and cultural alignment are essential for continuous improvement. The study shows that employees emulate leadership behavior, as noted by informant AT, indicating a trickle-down effect. This supports the argument that organizational excellence is achieved when leaders actively embody the values they promote. Consequently, the success of ZI in Jember can be understood as the result of synergy between cultural internalization and transformational leadership, which together foster a high-integrity organizational environment.

PDCA Cycle as a Strategic Management Framework in Bureaucratic Reform

The integration of the six areas of change within the PDCA cycle reflects the application of Deming's Continuous Improvement Theory, which views organizational management as a cyclical and iterative process. In the planning phase, the study found that Kankemenag Jember adopts a data-driven approach, aligning with Deming's principle that effective planning must be based on systematic analysis. The involvement of competent teams and the development of structured action plans indicate a rational decision-making process grounded in organizational needs. This demonstrates that bureaucratic reform requires not only regulatory compliance but also strategic planning that anticipates risks and opportunities. The statement by AT that planning is based on "real organizational needs" confirms the application of adaptive management principles, ensuring that policies remain relevant and effective.

In the implementation phase, the findings align with New Public Management (NPM) Theory, which emphasizes efficiency, innovation, and performance orientation in public sector organizations. The use of digital platforms such as Pusaka and Web Bersinar illustrates the shift toward technology-driven governance. According to Osborne (2018), digitalization enhances service quality by improving accessibility, transparency, and responsiveness. The interview with RW highlights that digitalization reduces bureaucratic delays, supporting NPM's emphasis on efficiency. Additionally, human resource development initiatives align with Human Capital Theory, which posits that investment in employee skills enhances organizational performance. The discipline in attendance and continuous training programs demonstrate that organizational success depends on both technological and human factors.

The evaluation and action phases further reflect Control Theory and Continuous Improvement Models, where feedback mechanisms are used to adjust organizational practices. The existence of systems such as WBS and performance reviews ensures accountability and transparency. The proactive follow-up actions described by MNH indicate that the organization does not treat evaluation as a formality but as a basis for improvement. This confirms that PDCA is effectively operationalized as a dynamic management tool rather than a static concept.

Therefore, the study reinforces that integrating PDCA within bureaucratic reform enhances organizational adaptability, accountability, and long-term performance sustainability.

Supervision Systems and Continuous Improvement in the Framework of Good Governance

The strengthening of supervision systems in this study can be analyzed through the lens of Good Governance Theory, which emphasizes transparency, accountability, participation, and rule of law. The implementation of multiple complaint channels, including WBS and public feedback systems, reflects a participatory governance model. According to Denhardt & Denhardt (New Public Service Theory), public institutions should prioritize citizen engagement rather than merely focusing on efficiency. The findings show that Kankemenag Jember actively involves the community in monitoring services, thereby enhancing institutional accountability. The statement by PAS that supervision aims to prevent rather than detect errors aligns with preventive governance approaches, which are more effective in minimizing corruption risks.

Additionally, the role of the Gratification Control Unit (UPG) and innovations such as S'GRA Nikah can be explained using Anti-Corruption Theory, particularly the preventive approach advocated by Transparency International. This approach emphasizes system-based solutions rather than reactive enforcement. The study demonstrates that Kankemenag Jember has shifted toward proactive risk management by identifying vulnerable service areas and implementing preventive measures. The interview with MT highlights that integrity must be maintained consistently across all service points, indicating a systemic approach to corruption prevention. This supports the argument that sustainable integrity systems require institutional mechanisms that minimize opportunities for misconduct.

Finally, continuous improvement practices observed in this study align with Kaizen Theory, which emphasizes incremental and ongoing enhancements. The use of SPAK and SPKP surveys as evaluation tools reflects a data-driven approach to quality improvement. The commitment of leadership, as expressed by SO, to immediately act on evaluation findings demonstrates a strong quality culture. This aligns with TQM principles, where continuous feedback and improvement are essential for organizational excellence. The findings confirm that sustainable Integrity Zone development is achieved through the integration of supervision, innovation, and continuous improvement, forming a comprehensive governance model that ensures accountability, transparency, and service excellence in the public sector.

Picture 3. Enhancing Bureaucratic Reform



CONCLUSION

The findings of this study confirm that the implementation of the Integrity Zone (ZI) at the Ministry of Religious Affairs Office in Jember Regency has evolved beyond administrative compliance into a value-driven organizational transformation. The integration of integrity values into the “BERSINAR” work culture demonstrates that bureaucratic reform is most effective when it is internalized as a shared organizational belief system. Leadership plays a decisive role in this process, particularly through the application of transformational leadership practices that emphasize role modeling, motivation, and continuous guidance. As a result, ZI is not merely perceived as a policy mandate but as a collective work ethic embedded in daily service practices. This indicates that the sustainability of bureaucratic reform is highly dependent on the alignment between leadership commitment and organizational culture.

Furthermore, the study reveals that the integration of the six areas of change within the PDCA (Plan, Do, Check, Act) management cycle significantly enhances organizational effectiveness and accountability. Each stage of the PDCA cycle is systematically implemented, from evidence-based planning and technology-driven execution to structured evaluation and responsive corrective actions. The adoption of digital platforms and human resource development strategies further strengthens service efficiency and transparency. This confirms that PDCA functions not only as a managerial framework but also as a strategic instrument for continuous improvement in public sector governance. The successful application of this cycle demonstrates that adaptive and data-driven management practices are essential in achieving sustainable institutional performance.

Finally, the strengthening of supervision systems and the commitment to continuous improvement serve as critical pillars in maintaining the Integrity Zone initiative. The implementation of participatory oversight mechanisms, such as the Whistleblowing System (WBS) and public satisfaction surveys, reflects the

application of good governance principles, including transparency, accountability, and public engagement. Preventive approaches to corruption, supported by institutional innovations, further ensure the integrity of public services. Continuous evaluation and immediate follow-up actions highlight the organization's commitment to quality enhancement and responsiveness to public needs. Overall, the study concludes that the success of ZI development is determined by the synergy of leadership, organizational culture, PDCA-based management, and robust supervision systems, forming a sustainable model of clean, accountable, and service-oriented governance.

ACKNOWLEDGMENT

The author would like to express sincere gratitude to all parties who have contributed to the completion of this research. First and foremost, deep appreciation is extended to the leadership of the Ministry of Religious Affairs Office in Jember Regency for granting permission and providing full support throughout the research process. Special thanks are addressed to the Head of Office, the Chair of the Integrity Zone (ZI) Team, and all coordinators of the six areas of change who generously shared their time, insights, and experiences during the interview sessions. Their valuable contributions have significantly enriched the depth and validity of this study. The author also acknowledges the cooperation of all civil servants within the institution who participated directly or indirectly in providing data through observations and documentation. Furthermore, heartfelt gratitude is extended to academic mentors and colleagues for their constructive feedback, critical discussions, and continuous encouragement during the research process. Their scholarly guidance has been instrumental in refining both the theoretical and methodological aspects of this study. In addition, the author appreciates the institutional support provided by Universitas Islam Darul Ulum Lamongan, which has facilitated the academic environment necessary for conducting this research. Finally, the author expresses sincere thanks to family and loved ones for their unwavering moral support, patience, and motivation. Although this study has been conducted with rigorous effort, the author acknowledges that it may still have limitations; therefore, constructive suggestions and feedback are highly welcomed for future improvement.

REFERENCES

- Agus, R. (2023). Leadership Style in Islamic Primary Education. *Jurnal Ilmiah Ilmu Pendidikan*, 6(2), 115–128.
- Anwar, M. (2022). Islamic Leadership and Institutional Transformation. *Journal of Islamic Management*, 7(2), 101–115.
- Bass, B. M., & Avolio, B. J. (1994). *Improving Organizational Effectiveness Through Transformational Leadership*. Sage Publications.
- Creswell, J. W., & Creswell, J. D. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed.). SAGE Publications.
- Deming, W. E. (1986). *Out of the Crisis*. MIT Press.
- Denhardt, J. V., & Denhardt, R. B. (2015). *The New Public Service: Serving, Not Steering* (4th ed.). Routledge. <https://doi.org/10.4324/9781315699356>
- Evans, J. R., & Lindsay, W. M. (2020). *Managing for Quality and Performance*

- Excellence (11th ed.). Cengage Learning.
- Fattah, N. (2013). Landasan Manajemen Pendidikan. Remaja Rosdakarya.
- Fauzo, A. (2021). Quality Assurance in Higher Islamic Education. *International Journal of Education*, 6(1), 88–99.
- Goetsch, D. L., & Davis, S. B. (2016). Quality Management for Organizational Excellence: Introduction to Total Quality (8th ed.). Pearson.
- Hasan, M. (2021). Kepemimpinan Transformasional dalam Pendidikan Islam. *Jurnal Pendidikan Islam*, 10(2), 123–135. <https://doi.org/10.18592/moe.v7i2.5431>
- Hidayah, N. (2024). Organizational Culture in Pesantren-Based Schools. *Journal of Islamic Studies*, 9(1), 55–70.
- Kementerian Agama Republik Indonesia. (2022). Pedoman Pembangunan Zona Integritas Menuju WBK/WBBM.
- Khozaini, F. (2023). Strategic Management in Islamic Institutions. *International Journal of Educational Management*, 12(3), 210–225.
- Mulyasa, E. (2017). Manajemen Berbasis Sekolah. Remaja Rosdakarya.
- Muhaimin. (2015). Pengembangan Kurikulum Pendidikan Agama Islam. Raja Grafindo Persada.
- Mundiri, A. (2022). Digital Transformation in Islamic Education Management. *Journal of Islamic Education Studies*, 8(1), 45–60.
- Nata, A. (2016). Ilmu Pendidikan Islam. Kencana.
- Northouse, P. G. (2019). Leadership: Theory and Practice (8th ed.). Sage Publications.
- Osborne, S. P. (2018). The New Public Governance?. Routledge.
- Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 90 Tahun 2021 tentang Pembangunan dan Evaluasi Zona Integritas.
- Putri, L. F. (2025). Character Education in Islamic Boarding Schools. *Doktrin: Jurnal Dunia Ilmu Hukum dan Politik*, 3(3), 200–215.
- Qomar, M. (2013). Manajemen Pendidikan Islam. Erlangga.
- Rahman, S. (2023). Strategic Planning in Islamic Universities. *Journal of Educational Policy*, 11(2), 150–165.
- Robbins, S. P., & Judge, T. A. (2017). Organizational Behavior (17th ed.). Pearson Education.
- Sallis, E. (2014). Total Quality Management in Education (3rd ed.). Routledge. <https://doi.org/10.4324/9780203417010>
- Schein, E. H. (2010). Organizational Culture and Leadership (4th ed.). Jossey-Bass.