
Analysis of the Implementation of Strategic Plans of Educational Institutions (Case Study of the Strategic Plan of the Surakarta Islamic Studies Council Foundation (YMPIS))

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Abstract:

The background of this research is the importance of strategic planning in educational institutions to achieve long-term goals and adapt to the dynamics of change. The case study focuses on the implementation of the *Strategic Plan (Renstra)* of the Surakarta Islamic Studies Council Foundation (YMPIS) for the 2019–2023 period, by evaluating the effectiveness, efficiency, and sustainability of its implementation. The purpose of the research is to analyze the extent to which the YMPIS *Strategic Plan* has been implemented, including its supporting and inhibiting factors. This study uses a mixed approach (qualitative and quantitative) with data collection techniques through interviews, document analysis, and surveys of 80 respondents. The results of the study show that the YMPIS *Strategic Plan* has been successfully implemented by setting clear vision, mission, and goals, as well as optimizing resources efficiently. However, challenges such as overlapping roles and lack of effective monitoring systems still need to be addressed. The implications of this study emphasize the need for strong leadership, high commitment, and continuous evaluation to ensure the successful implementation of the strategic plan in the future.

Keywords: Planning, Strategic Plan, Strategic Plan Implementation

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INTRODUCTION

The National Long-Term Development Plan (RPJPN) for 2005–2025 serves as a guideline for education development. Based on the Regulation of the Minister of National Education Number 32 of 2005, concerning the Strategic Plan (Renstra) of the Ministry of National Education for 2005-2009, the Ministry of National Education has prepared a Long-Term National Education Development Plan (RPPNJP) for 2005-2025 based on the RPJPN.

A strategic plan is a comprehensive plan that combines all available resources, takes into account the strengths of the institution, and is clearly oriented towards the long-term goals to be achieved. The goal of a sustainable, collaborative, and cross-functional strategic planning process is to ensure that educational institutions can adapt to the dynamics of current developments while still fulfilling their vision and mission.

According to (Michael J. Allison and Judith Kaye. 2015), strategic planning is a systemic process that directs the achievement of sensitive and complementary goals to the environment. Educational institutions must be able to design programs that are in line with the implementation of the plan so that they can accelerate quickly. This requires them to consider the following factors.

- a. Giving confidence and trust to stakeholders.
- b. Build a competitive advancement center.
- c. Developing information and communication technology.
- d. Develop professionalism, ensure quality, and maintain positive relationships with stakeholders.
- e. Establish partnerships with other organizations.

Here are some shortcomings that need to be observed related to the implementation of educational institutions' strategic plans:

1. The income of educational institutions derived from academic and non-academic charities and commercial businesses greatly affects the carrying capacity of their resources in carrying out strategic goals.
2. Since target norms and behaviors are still universal, tools are needed to ensure that the expected output changes are accurate.
3. In the field of education, the strategic environment that supports the implementation of the strategic plan is still very subjective and is greatly influenced by the type and field of science and the history of the institution itself.
4. Because the roles and functions of work units overlap with individuals in their duties and responsibilities, it is necessary to map the roles of work units and those in charge of program implementation by organizing work units in such a way as to support and clarify the role of administrative and functional personnel in their main duties and responsibilities.

The study in this article is about Strategic Implementation Analysis in Educational Institutions (Study on the implementation of the 2019-2023 YMPIS Strategic Plan). The YMPIS Strategic Plan was stipulated by the decree of the Chairman of the YMPIS Board number: 20.090/MPI.1.2/SK/II.2019 dated February 20, 2019 concerning the Strategic Plan of the Surakarta Islamic Studies Council Foundation and Charity.

The MPIS foundation's strategic plan needs to be immediately followed up with the preparation of a unit strategic plan in the foundation, especially Pondok (PPMI) and the preparation of a Business Plan in the charity business unit. In addition, an operational plan (renop) or annual plan that elaborates the strategic plan in a more concrete manner is also prepared so that it can be implemented by the parties involved. (Source: YMPIS 2019-2023 Strategic Plan book)

The leadership of YMPIS must ensure that all procedures and governance of the attached mapping results are in accordance with the main tasks and responsibilities of the work unit without overlap. This mapping document on YMPIS activities and governance functions as a supporting document for the Strategic Plan, encouraging the sustainability of the program in the implementation of the 2019–2023 YMPIS Strategic Plan, as well as the effectiveness of achieving goals, objectives, and targets as well as the efficiency of the use of human resources in realizing the vision of "Becoming a Foundation that provides benefits for the people based on Islamic and scientific values".

In accordance with the problem map described in the background of the problem, the main purpose of this article is to conduct an "Analysis of the Implementation of the Educational Institution Strategic Plan" by examining how the 2019–2023 YMPIS Strategic Plan is implemented, which includes the following aspects: a) How effective is the implementation of the YMPIS strategic plan? b) How efficient is the implementation of YMPIS' strategic plan? c) How is the sustainability of the implementation of YMPIS' strategic plan?

According to experts, planning can be formulated using a systems approach, a value-back approach, a workforce planning approach, and a social demands approach.

1) System Approach.

In educational planning, this method is also known as an integrative or synergistic approach focusing on the organization as a system with interconnected parts. Using systems thinking to examine the challenges we face, the phrase "systems approach" comes from "systems analysis". Improving the inputs, procedures, and partial outputs of education is only one aspect of education system planning; All systemic elements and phases need to be examined and targeted.

2) Profit and Loss Approach.

This method, also known as the cost-benefit approach, emphasizes the idea of investing in human resources or viewing education as something socially conscious, but in reality it still promotes efficiency in terms of reducing waste and increasing added value. By developing programs that are relevant to the needs of the community and can be applied to the latest advancements, this strategy aims to produce highly productive and high-quality educational outcomes.

3) Workforce Planning Approach.

Another name for this strategy is the man power strategy. The relationship between the output (graduates) of educational services who have skills in each educational unit and the demands or absorption of labor needs in the community gets priority in educational planning that uses this approach.

4) Social Demand Approach.

The social needs approach is another name for this strategy. Because the social needs approach focuses on achieving specific goals, educational planning experts who use this method are said to be traditional.

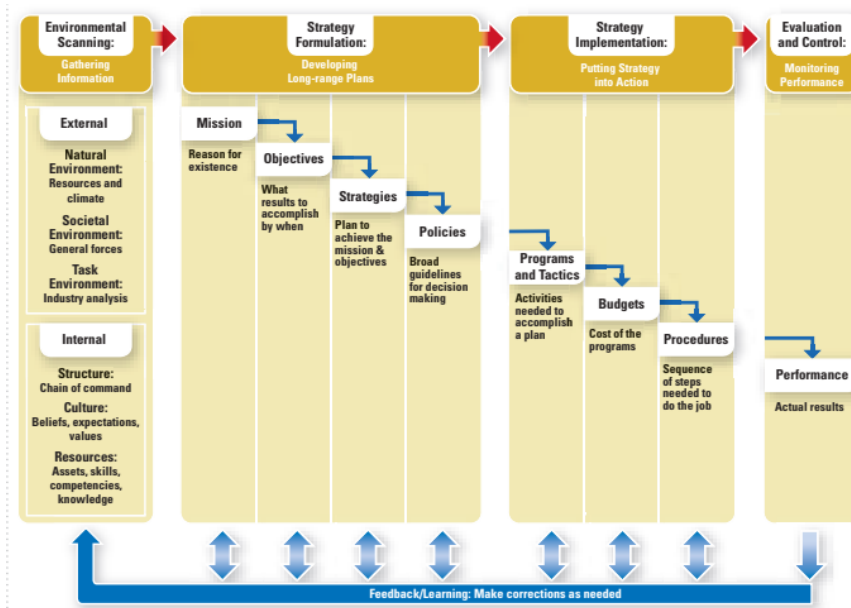
Strategic Planning

Definition of Strategic Planning

There are two ways to look at strategic planning: process and product. (Simerly G.R and Associates 1989) introduced the concept of strategic planning as a process, which focuses on (1) creating, (2) executing, and (3) tracking plans to improve organizational decision-making. On the other hand, strategic planning as a product is a written document that allows all employees to understand, assess, and criticize the goals, objectives, and strategies used to fulfill the organization's mission.

Components of Strategic Planning

There are a number of interconnected components or variables that affect strategic planning. (Wheelen and Hunger 2006) states that the following images illustrate the main elements of a strategic management model:



Source: Wheleen and Hunger 2006

Figure 1. Strategic Planning Model

Setting annual goals, deciding on policies, inspiring staff, and allocating resources are all necessary for the institution to implement the strategy. The steps involved in implementing this strategy include formulating a plan, promoting an institutional culture, establishing an efficient organizational structure, refocusing marketing initiatives, and generating a budget.

The last stage of strategic management is strategy evaluation. At this point, managers and company leaders want to know if the chosen actions can be effectively implemented in line with the formulation of the strategy. This strategy review is a method for collecting primary data, and as internal and external factors are constantly changing, any strategy can be customized. Reviewing the internal and external elements that underpin the initial strategy, measuring the performance that has been achieved, and taking corrective actions are three fundamental strategy evaluation actions.

Principles of Strategic Planning

The following are the principles of strategic planning:

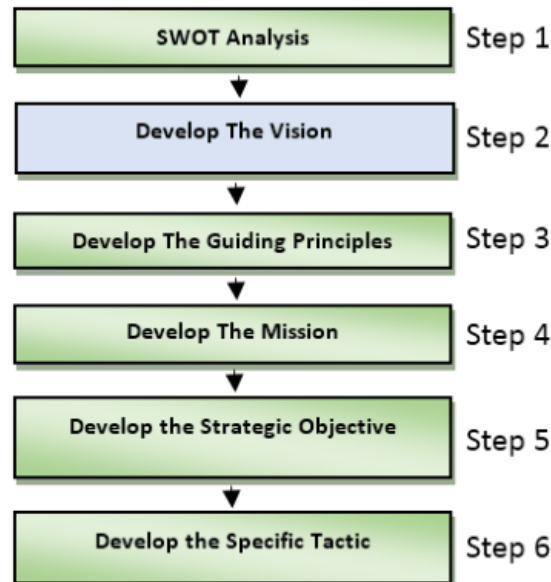
- 1) Strategic planning is more concerned with identifying and solving problems.
- 2) Evaluating the internal and external environment is given more weight in strategic planning.
- 3) The contribution of stakeholders to the company's progress is not negated by strategic planning.
- 4) Strategic planning sets a level of priority for a number of problems faced.
- 5) SWOT analysis is a constant in strategic planning (strengths, weaknesses, opportunities, threats).
- 6) The vision and mission of the organization can change if it is no longer in accordance with the existing situation.

Stages of Strategic Planning

(1) Identify the vision and mission of the organization; (2) strategic decision-making; (3) determine the goals and objectives of the professional organization; (4) identify the strengths and weaknesses of the organization; (5) identifying strategic opportunities and obstacles; (6) identifying strategic alternatives; (7) comparing strategic alternatives; (8) developing strategic decisions; (9)

realizing strategic decisions and planning; and (10) strategic evaluation and control are the stages of implementing strategic management in organizations or institutions.

According to (Goethsch and Davis 2001), the six steps of the strategic planning process are depicted in the following figure:



(Sumber Goethsch dan Davis: 2001)

Figure 2. Strategic Planning Process

Planning Process

The planning process itself is the main component in planning activities. Typically, the planning process consists of four main tasks: (1) defining goals; (2) create comprehensive strategies, policies, and plans to achieve these goals; (3) forming an organization to implement decisions; and (4) discuss results and inputs for the preparation of future plans.

According to O'Donnell, Weihrich, and (Koontz 1986), three management experts, the planning process generally consists of eight steps: (1) Understanding the problem; (2) Identify the purpose and objectives; (3) Pay attention to the planning premise; (4) Identify alternatives; (5) Comparing alternatives with objectives; (6) Choosing alternatives; (7) Make a supporting plan (source); and (8) Provide the required cost details. Three pillars support the planning process model: socioeconomic goals, senior executive values, and an evaluation of the institution's internal and external possibilities, problems, and weaknesses.

Strategic Planning of Educational Institutions

Looking back at all of the above descriptions, focusing on the effectiveness, efficiency, and sustainability of strategic planning in educational institutions, the following conclusions can be drawn:

- 1) If the procedures and components are in accordance with the needs of the educational institution, then strategic planning can be developed effectively. It at least starts with analyzing the internal and external environment by identifying visions, missions, goals, strategies, and policies.
- 2) By considering the various demands, desires, and goals of both internal and external stakeholders, strategic planning in educational institutions can be developed effectively.

- 3) If the strengths, predictability, and interests of internal and external stakeholders are recognized and captured during the preparation stage, strategic planning in educational institutions can be developed effectively.
- 4) An effective educational institution's strategic plan can also be effectively transformed into a medium-term development policy plan.
- 5) Effective strategic planning so that educational institutions can better ensure the success of achieving their goals.
- 6) An educational institution can overcome a number of challenges in achieving its goals with the help of effective strategic planning.
- 7) A competent team can develop and implement strategic planning for the advancement of education in educational institutions.

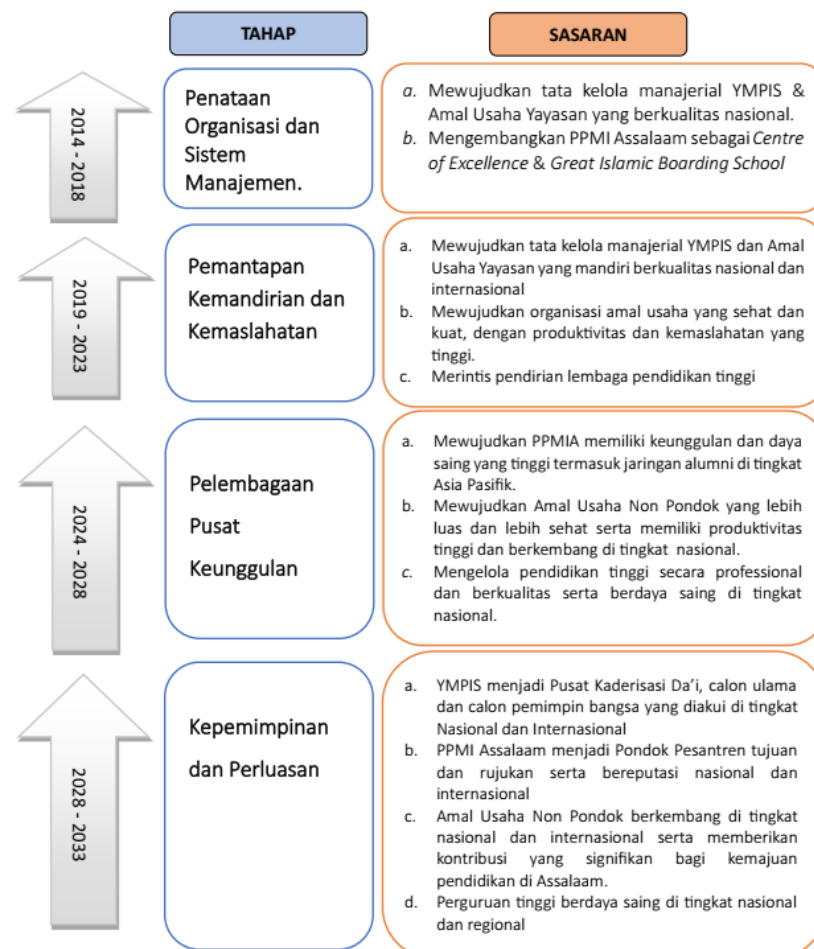


Figure 3. Target YMPIS development stages 2014 – 2033

RESEARCH METHOD

This article used a mixed research approach, combining quantitative and qualitative descriptive analysis. In the qualitative approach, researchers served as the primary instruments for collecting and processing data, based on the premise that results are best understood through the entire research process. The qualitative methods aimed to uncover information about the implementation of the YMPIS strategic plan by examining documents and field activities directly.

Purposive sampling was conducted among educators, education staff, and leadership within YMPIS and its affiliated charities. The researcher applied their expertise and understanding of the strategic plan to examine various aspects of its implementation. Data were interpreted through in-depth searches and interviews with leaders, teaching staff, and educational personnel, supporting findings through inductive analysis.

For the quantitative component, Google Forms was used to collect data from management, supervisors, charity leaders, structural officials, academic and non-academic staff, and others involved in the evaluation. A total of 80 respondents completed the survey.

The research focused on addressing problems relevant to the study's objectives and questions through comprehensive, integrative, and in-depth data collection. Consistent with Moleong (2007) and Komariah, Aan, and Satori (2009), the qualitative methods employed included documentation studies, in-depth interviews, and participant observation. The programs and activities analyzed reflected how the organizational units within YMPIS structure and functioned synergistically toward achieving a unified goal.

RESULTS AND DISCUSSION

The Strategic Plan contains things that will be achieved within a certain period of time (goals and timeline), performance indicators as a measure of success and failure of the Key Performance Indicators (KPIs) and Activity Performance Indicators (IKK), as well as strategies that will be used to achieve these goals. The Strategic Plan that is made must be able to anticipate and respond to the demands of the development of science and technology and be able to adapt to the changing times.

YMPIS' vision as stated in the YMPIS Strategic Plan 2019 - 2023, namely: "To become a Foundation that provides benefits for the ummah based on Islamic and scientific values". The YMPIS Vision in the 2024-2028 strategic plan is a continuation and derivative of the above vision, namely "To be a strong organization, with a global perspective and adaptive to changing times, and able to provide benefits for the people based on the Qur'an and As-Sunnah."

The mission of YMPIS as stated in the YMPIS Strategic Plan 2024 – 2028 is: (a) To conduct Islamic studies and studies to increase faith and piety to Allah SWT, as well as to create benefits and civilization. (b) Developing Islamic-based Primary, Secondary, and Higher Education, which balances spiritual, moral, intellectual, social, and skill aspects. (c) Organizing and developing education based on modern Islamic boarding schools. (d) Regeneration of Leadership and Ulama to expand Islamic da'wah which is Rahmatan Lil 'Alamiin. (e) Organizing and developing economic, health, and social business units based on sharia principles. (f) Establish cooperation at the local, national, and international levels to realize the vision of a professionally managed, transparent and accountable organization based on modern management principles.

The YMPIS Strategic Plan 2024 – 2028 also mentions five YMPIS Goals, namely (1) Realizing a community that believes and is devoted to Allah SWT, peace and prosperity in its life. (2) Producing a strong generation in Imtaq (tafaqquh fiddin) and science and technology, with good morals, honest and disciplined, intelligent and skilled, physically and spiritually healthy, adaptive to changing times, and having a balance of spiritual, moral, intellectual, social, and skills. (3) Producing the quality of leaders who are insightful, capable and have sufficient knowledge and competence as prospective Ulama and Da'i who apply the Islamic principles of Rahmatan Lil 'Aalamiin. (4) The growth of economic, health, and social corporations that prosper the people and society. (6) The realization of Foundation

Organizations that have a broad contribution in participating in advancing the people, nation and state as well as world civilization.

In running the organizational wheel, YMPIS has 11 (eleven) basic policies that are used as guidelines for the YMPIS family, namely: (1) Based on the Qur'an, As-Sunnah and Keassalaaman. (2) Participate in guarding and defending the 4 pillars of Pancasila nationality, the 1945 Constitution, Bhineka Tunggal Ika, and the Republic of Indonesia. (3) Maintaining relations with the Government, fellow humans, fellow Muslims, non-Muslims and the universe within the framework of Islam Rahmatan Lil 'Aalamiin. (4) Opening the door of ijtihad as long as it does not contradict the Qur'an and As Sunnah. (5) Develop and implement Science, in policy reference. (6) Implementing a PEACEFUL work culture (Dynamic, Trustworthy, Beneficial, Fair and Independent), and upholding the values of Assalaman which is Rahmatan lil 'alamiin. (7) Applying the principles of quality, professionalism, and accountability in providing services to the community. (8) Respect diversity with the principle of inclusivity. (9) Collecting, developing, and managing social funds for the benefit of the Ummah. (10) Uphold the principles of deliberation and consensus in strategic decision-making for institutional interests. (11) Systematic and sustainable regeneration of Ulama and Da'i

Each program of activities is always covered by policies based on a long-term vision and strategy, which shows how the policies in the strategic plan are outlined. YMPIS leaders are able to provide guidance and assistance in carrying out each activity. Of course, YMPIS's work program must pay attention to regional and national policies. Each organ of YMPIS and the academic community as a whole builds its long, medium, and short-term programs using the YMPIS planning system as its foundation.

YMPIS Long-Term Strategic Plan Road Map 2014–2033. The following is an explanation of the objectives of YMPIS development through four stages, based on their stages:



Figure 4. YMPIS long-term strategic plan

For the long-term plan, YMPIS sets the Goals for the Development Stages of YMPIS 2014 – 2033 as follows

- 1) Target Phase I (2014 – 2018): Organizational Structuring and Management System.
 - a. Realizing the managerial governance of YMPIS & Amal Usaha Yayasan with national quality.

- b. Develop PPMI Assalaam as a Centre of Excellence & Great Islamic Boarding School.
- 2) Phase II Target (2019 – 2023): Strengthening Independence and Benefits
 - a. Realizing the managerial governance of YMPIS and the Foundation's independent charities of national and international quality
 - b. Realizing a healthy and strong charitable organization, with high productivity and benefits.
 - c. Pioneering the establishment of higher education institutions
- 3) Phase III Target (2024 – 2028): Institutionalization of the Center of Excellence
 - a. Realizing PPMIA has high advantages and competitiveness, including an alumni network at the Asia Pacific level.
 - b. Realizing a wider and healthier Non-Boarding Business Charity that has high productivity and develops at the national level.
 - c. Managing higher education professionally and quality and competitively at the national level.
 - d. Developing Hospitals and Orphanages
 - e. Develop reputable flagship programs at the national and international levels
- 4) Target Phase IV (2028 - 2033) : World Leadership
 - a. YMPIS became the center for the regeneration of Da'i, prospective scholars and prospective leaders of the nation who were recognized at the national and international levels
 - b. PPMI Assalaam is a destination and reference Islamic Boarding School with a national and international reputation
 - c. Non-Governmental Charities are growing at the national and international levels and making a significant contribution to the advancement of education in Assalaam.
 - d. Competitive universities at the national and regional levels

The four stages developed by YMPIS above are carried out with a clear separation of affairs between the Foundation and the charitable business units (implementation). The separation is within the following scope: (1) The role of the Foundation is to carry out the responsibility of coaching, quality control, supervision and development of innovation as well as national and international collaboration. (2) The role of the Foundation's Charity is to carry out operationally the planning, management, quality assurance and development activities of their respective core businesses guided by the Foundation's Strategic Plan and based on the Foundation's rules and leadership.

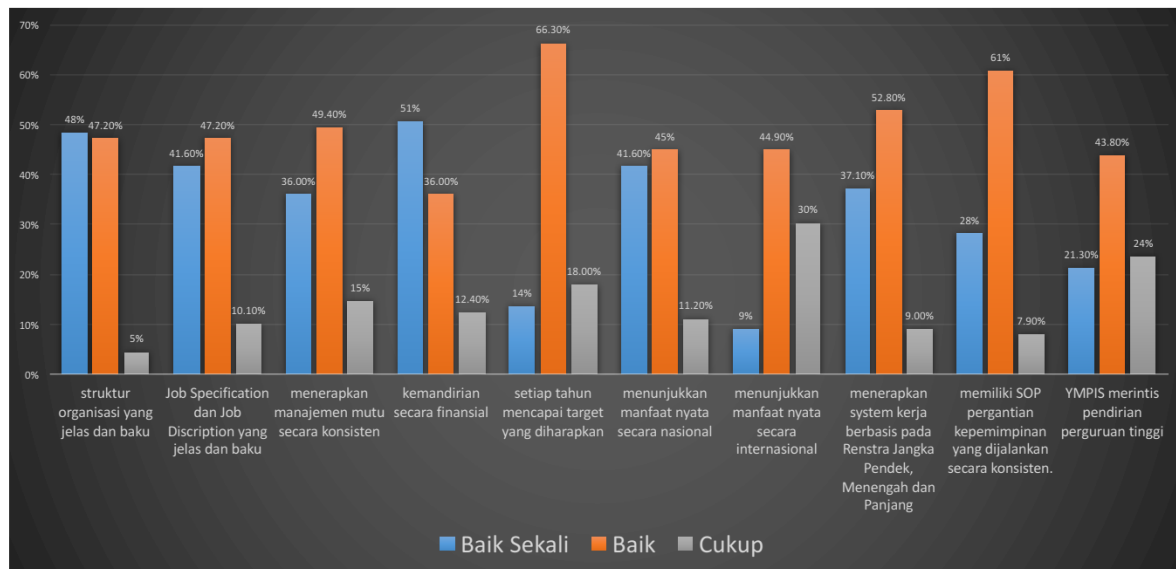
Results of the Evaluation of the YMPIS Strategic Plan 2019 – 2023

The Performance Indicators of the YMPIS Strategic Plan 2019 – 2023 according to (Yusuf, 2023) are stated in the following table:

Table 1. YMPIS Strategic Plan Performance Indicators 2019 – 2023

No	Strategic Plan Targets	Performance Indicators
1	Realizing the managerial governance of YMPIS and the Foundation's independent charities of national and international quality	1. Standard organizational structure 2. Job specification dan job des. 3. Implement quality management 4. Leadership mechanism 5. Have a Strategic Plan
2	Realizing a healthy and strong charitable organization, with high productivity and benefits	1. Independent 2. Productive 3. Benefit nationally 4. Maslahat internationally
3	Pioneering the establishment of higher education institutions	Pioneering the establishment of a PT

The results of the questionnaire from 80 respondents related to the evaluation of the foundation's performance based on the strategic goals of the YMPIS strategic plan 2018 – 2023 can be illustrated in the following graph:



Graph 1. Results of the Evaluation of the YMPIS Strategic Plan 2019 - 2023

In the book "Organizational Effectiveness" (Steers 1999), effectiveness is described as the ability of an organization to achieve set goals, taking into account factors such as organizational structure, technology, and management policies. Evaluation is carried out by comparing actual results against pre-designed standards or expectations. According to this concept, plans or targets are compared with reality to determine effectiveness.

An organization's ability to absorb resources is a good indicator of its efficiency. In the early 1990s, a number of businesses implemented enterprise resource planning, or Enterprise resource planning (ERP), to reorganize the resources needed by organizations, especially educational institutions. Effectiveness is closely related to the achievement of goals, while efficiency shows a comparison of costs and results. Effectiveness is defined by the Popular Scientific Dictionary as precision in application, beneficial results, or additional objectives.

One of the aspects of productivity that contributes to achieving optimal performance, namely achieving quality, quantity, and time goals, is effectiveness. Use a balanced scorecard, which is a management tool to manage strategy implementation, assess overall performance, and inform stakeholders of vision, strategy, and goals, when determining the effectiveness of strategic performance. In a balanced scorecard, the term "balanced" relates to the idea of striking a balance between different points of view, the time frame (both short and long), and the breadth of attention (both internal and external). The term "scorecard" describes the components and quantitative assessments of an organization's performance plan.

The YMPIS Long-Term Plan Document which contains the strategic direction of YMPIS' long-term development plan (long-term Strategic Intent) until 2033 has stated the sustainability of activities and programs for 20 years. Therefore, every strategic plan should lead to a Long-Term Plan. Because comprehensive and precise information is required for the creation and implementation of a strategy plan, the RJP is accurate information in this process.

A major weakness in the planning and implementation of activities, one of the causes is the lack of an effective monitoring and evaluation system to keep the program running and measure its performance at various stages of implementation, this is basically to ensure the provision of high quality services to the community and provide input for planners for the future.

If monitoring is done correctly to ensure that activities are carried out on schedule (as per the program plan), a program can be sustainable. The program manager will receive information from the monitoring regarding any obstacles or deviations, as well as assistance in evaluation. Monitoring occurs when operations are in progress with the aim of determining whether or not the process and outcomes are planned. Any delays or irregularities will be corrected promptly to ensure that operations continue to run in line with goals and plans. As a result, the monitoring findings are used as input for future procedures. (Dunn 2003) states that monitoring has four objectives, which are as follows:

1. Obedience, or obedience. Monitoring determines whether the actions of administrators, employees, and everyone else comply with established standards and protocols.
2. Auditing (inspection). Monitoring determines whether services and resources intended for a particular party (target) have been provided to them.
3. Accounting reports. Monitoring generates data that, after a while, can be used to "calculate" the impact of social and community change resulting from policy implementation.
4. Explanation. Information from monitoring helps explain how policies work and why planning and implementation are not aligned.

The successful implementation of strategic plans involves sustainability and program development. Priority projects are long-term and achieve a single expected outcome. The sustainability of the program, the effectiveness and efficiency of the program depends on the leadership in the organization. Effective leadership or often also referred to as a strong leader is a strong leadership attitude that has a strong/sturdy personality and is brave in making decisions, has a strong commitment to solving problems and implementing a change and carries out tasks effectively and efficiently according to their potential (Ombisa et al., 2025). To run a program to continue to grow and be sustainable, a leader must be able to make his members commit to running it well (Abou-Moghli, 2025; Jiang, dan Akhtar, 2025; Nyamboga, 2025).

Strong leadership, strong commitment, high performance, effective communication, and effective coordination are the key factors that determine the strength and effectiveness of the implementation of a solid and successful strategic plan. To execute an educational institution's strategic plan more effectively, efficiently, and sustainably, it is important to: 1) Strategic planning is expected to motivate the company to make plans to achieve strategic goals; 2) How to realize the plan; 3) "Strong Leaders"; 4) "Effective leadership". 5) dedication to the organization; 6) The phrases "high commitment" and "high performance" are currently popular. It means building a high-performing company.

CONCLUSION

The YMPIS strategic plan has been successfully implemented by clearly establishing its vision, goals, and values that guide each work unit's programs, ensuring efficient use of minimal resources and appropriate distribution based on program type. The ongoing five-year plan demonstrates continuous improvement through validated implementation procedures and sustainable program

development, emphasizing that sustainability results from deliberate efforts such as program evaluation, creative execution, and ongoing assessment. For future research, comparative studies could be conducted between YMPIS and other Islamic education foundations in Indonesia using longitudinal data to evaluate long-term impact and sustainability. Expanding the sample to include diverse stakeholders like students, parents, and community leaders through a comprehensive mixed-methods approach would deepen understanding of socio-cultural and institutional influences. Additionally, exploring the integration of digital transformation and innovative management tools could enhance monitoring and evaluation processes. Finally, applying action research to test interventions addressing challenges like role clarity and resource allocation could further refine and strengthen strategic planning frameworks.

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