

The Influence of Visionary Leadership, Digital Marketing, and Digital Culture on Competitiveness at Institut Agama Islam Negeri (IAIN) Takengon

Didi Sartika

Universitas Islam Negeri Sumatera Utara Medan, Indonesia
didiputrasinabang@gmail.com

Amiruddin Siahaan

Universitas Islam Negeri Sumatera Utara Medan, Indonesia
amiruddin.siahaan@uinsu.ac.id

Masganti

Universitas Islam Negeri Sumatera Utara Medan, Indonesia
masganti@uinsu.ac.id

Abstract: This study aims to analyze the influence of visionary leadership, digital marketing, and digital culture on competitiveness at the State Institut Agama Islam Negeri (IAIN) Takengon. This study is motivated by the importance of digital transformation in Islamic higher education in order to remain competitive in a global era full of technological disruption. This research uses a quantitative approach with the Structural Equation Modeling – Partial Least Squares (SEM-PLS) method. The research population consists of all lecturers within the IAIN Takengon environment, with the sample determined using a purposive sampling technique. The research instrument is a questionnaire using a Likert scale that has been tested for validity and reliability. The results show that visionary leadership has a direct and significant effect on competitiveness ($\beta = 0.223$; $p = 0.012$) with a contribution of 22.3%. Digital marketing also has a direct effect on competitiveness ($\beta = 0.293$; $p = 0.001$) with a contribution of 29.3%. The most dominant factor is digital culture, which provides a direct and significant effect on competitiveness ($\beta = 0.418$; $p = 0.000$) with a contribution of 41.8%. In addition, visionary leadership is proven to have a significant effect on digital culture ($\beta = 0.430$; $p = 0.000$) with a contribution of 43.0%, and digital marketing also affects digital culture ($\beta = 0.440$; $p = 0.000$) with a contribution of 44.0%. Indirect effects were also found, namely visionary leadership on competitiveness through digital culture ($\beta = 0.180$; $p = 0.005$) with a contribution of 18.0%, and digital marketing on competitiveness through digital culture ($\beta = 0.184$; $p = 0.002$) with a contribution of 18.4%. Simultaneously, the three independent variables (visionary leadership, digital marketing, and digital culture) are able to explain competitiveness by 67.5% ($R^2 = 0.675$), while the remaining 32.5% is influenced by other factors outside the research model.

Keywords: Visionary Leadership; Digital Marketing; Digital Culture; Competitiveness; IAIN Takengon.

INTRODUCTION

The development of digital technology and changes in the global higher education landscape have created new challenges for universities, including Islamic higher education institutions. In an era of increasingly intense

competition, Islamic universities are required to enhance their competitiveness in order to remain relevant and superior. Three key factors that can influence the competitiveness of Islamic higher education institutions are leadership, digital marketing, and digital culture. Leadership plays an important role in directing higher education institutions toward competitive advantage. Continuous organizational transformation has become increasingly important amid the dynamics of change in the modern world. Visionary leaders not only think about the future, but also possess the skills to manage the complexity of change through future-oriented strategies.

Visionary leadership has a strategic role in directing Islamic higher education institutions (Kastaji et al. 2024) to achieve competitive advantage in the era of globalization (Liyanti et al. 2024) and to ensure that every change and transformation is carried out with sustainability as the main priority (Napisah, et al 2024). Recent research shows that transformational leadership styles can improve organizational performance (Armiyanti, A., et al., 2023) identifying opportunities in the digital marketing domain, such as the use of social media, SEO, and web analytics (Arif, et al 2023). Therefore, support and development of transformational leaders are needed to create an inspiring, creative, and results-oriented work environment (Sagala and Nurhaliza 2024). Digital marketing strategies led by visionary leaders have proven to be more effective in building engagement and strengthening institutional presence on online platforms (Vera Maria et al. 2024). Through the integration of long-term vision and digital technology, higher education institutions can adapt more quickly (Vera Maria et al. 2024) to market changes and expand their appeal to a broader audience.

A study by (Nikma and Riofita 2024) shows that effective use of digital marketing can increase brand awareness and stakeholder engagement. Other studies also mention that the use of digital marketing to increase brand awareness has become an important strategy in expanding reach and building institutional awareness (Rahma and Hariyana 2023). Furthermore, digital marketing as the heart of visibility and recruitment in today's information era is key to reaching wider audiences, especially prospective students. Meanwhile, digital culture serves as the foundation of innovation and adaptation, referring to norms, values, and habits related to the use of digital technology in daily activities within the campus environment. Nevertheless, the implementation of digital marketing in Islamic higher education institutions still needs to be explored further.

An initial survey conducted at IAIN Takengon shows that the leadership era of Prof. Dr. Ridwan, M.C.L. as Rector of IAIN Takengon marks a new chapter filled with innovation and significant progress. In an effort to increase

the reach and impact of education, the Rector targets an increase in the number of students each year through various intensive outreach efforts. Through these various initiatives and achievements, the leadership of IAIN Takengon is not merely running the organizational wheel, but realizing a visionary leadership that brings transformative impact. This preliminary study serves as an important foundation to further explore how this vision is implemented, the challenges faced, and the successes achieved, while also identifying key elements that make his leadership so effective in leading IAIN Takengon toward a brighter future.

Currently, IAIN Takengon is actively conducting digital marketing through various platforms. The official campus website serves as the main information gateway, presenting complete data on study programs, facilities, as well as academic and non-academic activities. In addition, the use of integrated academic information systems such as Sevima supports operational efficiency and the modern image of the campus. Campus promotion has also become increasingly massive on social media. The Instagram and Facebook accounts of IAIN Takengon are almost daily used as the main platforms to disseminate information, showcase campus activities, and attract prospective students. Creative and informative content is uploaded regularly, reaching wider and more diverse audiences. Students are even actively involved through various initiatives, such as video promotion competitions with the theme “Towards an Excellent IAIN Takengon.” This initiative not only produces fresh and relevant promotional materials, but also fosters a sense of ownership and pride among students.

The results of the intensity of marketing and the development of digital culture are strongly felt. There has been a significant change in campus branding, which is now perceived as a modern, dynamic, and relevant institution. As a result, over the past two years, the number of prospective students interested in IAIN Takengon has shown a significant increase compared to previous years. This is clear evidence that investment in marketing and digital culture not only enhances image, but also directly correlates with increased competitiveness and interest among prospective students. The digital transformation undertaken by IAIN Takengon demonstrates a strong commitment to continuously adapting to the times, ensuring that the education provided is not only academically sound, but also relevant to the needs and dynamics of digital society.

A study by Orton-Johnson highlights how digital technology is not only a tool, but also creates new social spaces that influence identity, social relations, and global culture. It also discusses positive impacts, such as ease of access to information and collaboration, as well as challenges, such as digital inequality

and privacy (Siahaan, et.al., 2023). Digital culture also emphasizes the importance of understanding power dynamics involving technology companies, consumers, and society, so that individuals can become active and critical participants in the continuously evolving digital world (Kate Orton and Johnson 2024). Recent research also reveals that a strong digital culture can encourage innovation and improve organizational performance (Rahmawati 2020). Meanwhile, (Holm 2024) underscores the importance of digital literacy in online education.

Although these studies provide valuable insights, there remains a gap in understanding how leadership, digital marketing, and digital culture simultaneously affect the competitiveness of Islamic higher education institutions. The adoption of digital culture in Islamic higher education institutions and its impact on competitiveness has not been widely studied. Further research is needed to explore the interaction between these three factors and their impact on the ability of Islamic higher education institutions to compete at the national and global levels. Several studies have examined factors affecting the competitiveness of higher education institutions in general (Hemsley-Brown & Oplatka, 2006), where there is still a research gap regarding the influence of leadership, digital marketing, and digital culture on the competitiveness of Islamic higher education institutions in particular. Therefore, this article aims to analyze the influence of these three factors on the competitiveness of Islamic higher education institutions, so that it can provide theoretical and practical contributions to the development of Islamic higher education institutions in the digital era.

By examining these three variables in an integrated manner, a holistic understanding can be obtained regarding internal factors that influence the competitiveness of IAIN Takengon. The results of this study are expected to provide more focused and evidence-based strategic recommendations for IAIN Takengon to not only increase the number of prospective students, but also fundamentally improve rankings, academic quality, and recognition in the national Islamic higher education arena. This study has significant novelty compared to previous studies, especially in the context of State Islamic Religious Higher Education Institutions (PTKIN) in Indonesia. Although various studies have examined leadership, digital marketing, or digital culture separately, the core novelty of this article lies in the integrative and simultaneous approach in analyzing the influence of these three variables on the competitiveness of IAIN Takengon, a PTKIN that is progressing but still has low competitiveness. This represents a step forward from existing separate studies, providing a more holistic and realistic picture of the complexity of improving competitiveness.

RESEARCH METHODOLOGY

This study uses a quantitative approach and focuses on revealing causal relationships among variables. The study aims to examine cause-and-effect relationships. The research results were analyzed using path analysis to evaluate how certain variables correlate with one another. The population used in this study consisted of all employees of IAIN Takengon who have a working period of more than 3 years, totaling 142 lecturers consisting of civil servants (PNS) and government employees with work agreements (PPPK). Meanwhile, the sample taken amounted to 104 respondents based on the provisions of the Slovin formula with a margin of error of 5%, and the data collection technique was carried out through questionnaires. The data analysis in this study used Structural Equation Modeling (SEM) with a Partial Least Square approach (PLS-SEM). The analysis process was conducted with the assistance of the latest version of SmartPLS software. Multiple regression analysis is a statistical technique used to find a regression equation that is useful for predicting the value of the dependent variable based on the values of the independent variables and to determine possible errors and analyze the relationship between one dependent variable and independent variables, either simultaneously or partially (Sugiyono 2022).

RESULTS AND DISCUSSION

Based on the results of hypothesis testing using SmartPLS 4.1 (Figure 1), most of the relationships between variables are statistically significant (p -value < 0.05). Visionary leadership (X1) and digital marketing (X2) have a significant effect on digital culture (X3), each with a significance value of 0.000, while visionary leadership also shows a direct effect on other variables with a significance level of 0.012. Furthermore, digital culture (X3) has a significant influence on competitiveness (X4) with a p -value of 0.000, while digital marketing also demonstrates an indirect effect through digital culture with a significance value of 0.001. The R-square value of 0.347 for digital culture indicates that 34.7% of its variance is explained by visionary leadership and digital marketing, whereas the R-square value of 0.472 for competitiveness shows that 47.2% of its variance is explained by digital culture and the preceding variables. These findings highlight that the integration of visionary leadership, digital marketing strategies, and the strengthening of digital culture plays a crucial role in enhancing institutional competitiveness.

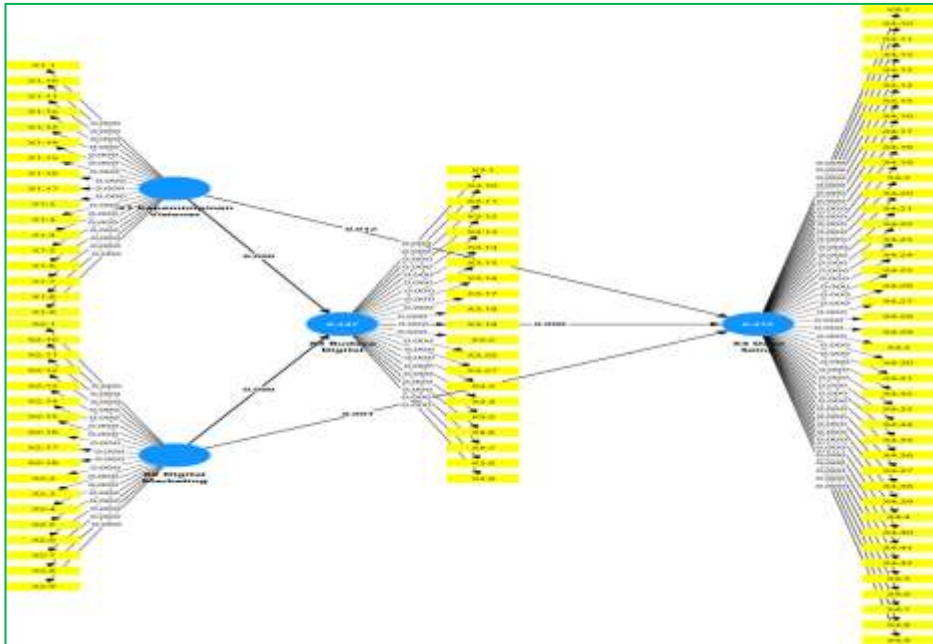


Figure 1. Hypothesis Testing

Source: Research data processed using SmartPLS Software version 4.1, 2025

Structural model coefficient analysis is used to test hypotheses by identifying which relationships have a significant effect. If the $p\text{-value} < \alpha$ (0.05), the relationship is significant; conversely, if the $p\text{-value} > \alpha$ (0.05), the relationship is not significant (Hair *et.al.*, 2022).

Table 1. Hypothesis Testing of Direct Effects of the Research Model

Hypothesis	Path Coefficient	Original Sample (O)	T Statistics (O/STDEV)	P Values	Remarks
H ₁	X ₁ Visionary Leadership -> X ₃ Digital Culture	0.430	4.606	0.000	Accepted
H ₂	X ₂ Digital Marketing -> X ₃ Digital Culture	0.440	4.663	0.000	Accepted
H ₃	X ₁ Visionary Leadership -> X ₄ Competitiveness	0.223	2.525	0.012	Accepted
H ₄	X ₂ Digital Marketing -> X ₄ Competitiveness	0.293	3.181	0.001	Accepted
H ₅	X ₃ Digital Culture -> X ₄ Competitiveness	0.418	4.219	0.000	Accepted

Source: Research data processed using SmartPLS Software version 4.1, 2025

Based on the table above, it can be explained that: 1) X₁ Visionary Leadership -> X₃ Digital Culture has an Original Sample (O) value of 0.430 and a P Value of 0.000, which is smaller than 0.05. Based on these values, it can be concluded that there is a significant positive effect. Therefore, H1 is accepted and H0 is rejected. 2) X₂ Digital Marketing -> X₃ Digital Culture has an Original Sample (O) value of 0.440 and a P Value of 0.000, which is smaller than 0.05. Based on these values, it can be concluded that there is a significant positive effect. Therefore, H2 is accepted and H0 is rejected. 3) X₁ Visionary Leadership -> X₄ Competitiveness has an Original Sample (O) value of 0.223 and a P Value of 0.012, which is smaller than 0.05. Based on these values, it can be concluded that there is a significant positive effect. Therefore, H3 is accepted and H0 is rejected.. 4) X₂ Digital Marketing -> X₄ Competitiveness has an Original Sample (O) value of 0.293 and a P Value of 0.001, which is smaller than 0.05. Based on these values, it can be concluded that there is a significant positive effect. Therefore, H4 is accepted and H0 is rejected. 5) X₃ Digital Culture -> X₄ Competitiveness has an Original Sample (O) value of 0.418 and a P Value of 0.000, which is smaller than 0.05. Based on these values, it can be concluded that there is a significant positive effect. Therefore, H5 is accepted and H0 is rejected.

Table 2. Hypothesis Testing of Mediation Effects of the Research Model

Hypothesis	Path Coefficient	Original Sample (O)	T Statistics (O/STDEV)	P Values	Remarks
H6	X ₁ Visionary Leadership -> X ₃ Digital Culture	0.180	2.814	0.005	Accepted
H7	X ₂ Digital Marketing -> X ₃ Digital Culture -> X ₄ Competitiveness	0.184	3.131	0.002	Accepted

Source: Research data processed using SmartPLS Software version 4.1, 2025

Based on the table above, it can be seen that X₁ Visionary Leadership -> X₃ Digital Culture -> X₄ Competitiveness has an Original Sample (O) value of 0.180 and a P Value of 0.005, which is smaller than 0.05. Based on these values, it can be concluded that there is a significant positive effect. Therefore, H6 is accepted and H0 is rejected. Meanwhile, X₂ Digital Marketing -> X₃ Digital Culture -> X₄ Competitiveness has an Original Sample (O) value of 0.184 and a P Value of 0.002, which is smaller than 0.05. Based on these values, it can be concluded that there is a significant positive effect. Therefore, H7 is accepted and H0 is rejected.

Visionary Leadership has a Direct Effect on Competitiveness

The results of the descriptive analysis show that the visionary leadership variable (X_1) consists of 17 indicators. The overall mean of the indicators is 3.36, which falls into the “fairly good” category. This indicates that the implementation of visionary leadership within the IAIN Takengon environment is considered to be running quite optimally, although it has not yet reached the very good category. Several indicators obtained higher average scores and were classified as good, including $X_{1.1}$ (3.46), $X_{1.2}$ (3.48), $X_{1.4}$ (3.44), $X_{1.5}$ (3.44), $X_{1.11}$ (3.49), and $X_{1.12}$ (3.41). This means that aspects such as the ability to formulate a vision, communicate organizational direction, and provide motivation have been relatively well appreciated by respondents. Conversely, indicators with lower average scores and categorized as fairly good include $X_{1.3}$ (3.20), $X_{1.9}$ (3.19), $X_{1.17}$ (3.29), and $X_{1.7}$ (3.31). These results indicate that dimensions of visionary leadership related to innovation, consistency in vision implementation, and sustainability of leadership direction are still not optimal and require improvement. Overall, these results confirm that visionary leadership at IAIN Takengon is considered fairly good, but there is still room for development, especially in indicators that received lower average scores.

The results show that visionary leadership has a direct and significant effect on competitiveness, with a path coefficient (β) = 0.223 and a p-value = 0.012. This means that every improvement in visionary leadership practices at IAIN Takengon will be followed by an increase in competitiveness. Although its effect is not as large as digital marketing or digital culture, visionary leadership remains one of the important factors determining the institution’s competitive advantage. Empirically, these findings have proven and supported the proposed hypothesis that the higher the quality of visionary leadership implemented, the higher the digital culture within the institution. This has important practical implications, where lecturers’ perceptions of the quality of visionary leadership, including strong leadership of rectors or deans, deep competence, and consistent professional ethics, directly have a significant impact on strengthening digital culture. When leaders demonstrate clear direction, encourage innovation, and integrate technology into every aspect of operations, the campus environment tends to adopt a more adaptive, collaborative, and data-driven work culture. This digital culture then influences how lecturers carry out the tridharma of higher education, ranging from the use of technology in teaching, research, to community service, which ultimately increases the overall effectiveness and efficiency of the institution.

Finally, the findings of this study indicate a significant influence of Visionary Leadership on Digital Culture at IAIN Takengon, which is strongly supported and enriched by various research results published in the scientific

literature. Empirically, the magnitude of the influence shown in this study is consistent with the academic consensus that future-oriented leadership is an essential foundation for the success of digital transformation in educational institutions.

Digital Marketing has a Direct Effect on Competitiveness

The results also found that digital marketing has a direct and significant effect on competitiveness, with a path coefficient (β) = 0.293 and a p-value = 0.001. This means that the more intensive the implementation of digital marketing strategies at IAIN Takengon, the higher the level of competitiveness that can be achieved. This shows that digital marketing is not merely a promotional strategy, but an important instrument in enhancing the reputation, visibility, and competitiveness of Islamic higher education institutions in the digital era. In the educational context, digital marketing includes various activities such as managing the institution's official website, optimizing social media, placing digital advertisements, managing creative content (videos, articles, podcasts), and using digital platforms to interact with prospective students, parents, and the wider community. These strategies make universities more easily recognized, build a positive image, and increase public trust.

At IAIN Takengon, the implementation of digital marketing can be seen from promotional activities for new student admissions through social media, publication of lecturers' and students' achievements on the campus website, and dissemination of educational content that showcases the institution's identity and strengths. This strategy directly increases brand awareness, which ultimately has an impact on increasing the campus's attractiveness in the eyes of the public. Thus, digital marketing can be viewed as the main driving force of higher education competitiveness in the digital era. This strategy is not only an external instrument to attract public attention, but also an internal instrument that shapes digital culture, encourages innovation, and expands global networks. In the context of IAIN Takengon, effective digital marketing will strengthen academic reputation, increase student numbers, build public trust, and reinforce the institution's position at regional, national, and international levels.

Digital Culture has a Direct Effect on Competitiveness

The results of the research analysis show that digital culture has a significant direct effect on competitiveness with a path coefficient (β) = 0.418 and a p-value = 0.000. Linear regression analysis shows that every one-point increase in digital culture will increase competitiveness by 0.768 points. This figure represents the largest influence compared to other variables, indicating that digital culture can be considered the dominant factor in strengthening the competitiveness of IAIN Takengon. Overall, it can be concluded that digital

culture has a direct and significant effect on competitiveness. An institution with a mature digital culture will be more agile, innovative, and responsive to change. They are not only able to survive amid competition, but also able to lead by offering values that are relevant to society in the digital era. Therefore, for IAIN Takengon, the development of digital culture is a strategic investment to ensure the sustainability and excellence of the institution in the future.

Visionary Leadership has a Direct Effect on Digital Culture

Visionary leadership is proven to have a significant effect on digital culture with a path coefficient (O) = 0.430 and a p -value = 0.000. Linear regression also shows a contribution of 0.530 points, indicating that visionary leaders are able to become catalysts for the formation of digital culture at IAIN Takengon. In short, the importance of visionary leadership in higher education lies in its ability to become an architect of change, an inspiring communicator, and a facilitator of innovation. Through these roles, visionary leadership not only implements technology, but also fosters a culture that is inherently digital, adaptive, and ready to face the future.

Digital Marketing has a Direct Effect on Digital Culture

The results show that digital marketing has a positive effect on digital culture with a path coefficient (O) = 0.440 and a p -value = 0.000. This means that the digital marketing strategies implemented by IAIN Takengon not only impact promotion and reputation, but also strengthen internal digital culture. The implementation of digital marketing requires organizations to become accustomed to using digital technology, whether in communication with students, promotion of activities, or information management. These habits then develop into a more established digital culture.

There is an Indirect Effect of Visionary Leadership on Competitiveness through Digital Culture at IAIN Takengon

The mediation test results prove that visionary leadership has an indirect effect on competitiveness through digital culture, with an indirect effect value = 0.180 and a p -value = 0.005. This indicates that digital culture is a significant mediator in this relationship. In other words, visionary leadership will not optimally increase competitiveness without being transformed through digital culture. Visionary leaders shape digital visions, instill digital values, and encourage technology adoption; it is this process that then strengthens competitiveness.

There is an Indirect Effect of Digital Marketing on Competitiveness through Digital Culture at IAIN Takengon

Digital marketing is also proven to have an indirect effect on competitiveness through digital culture, with an indirect effect value = 0.184 and a p-value = 0.002. This means that digital marketing will only contribute maximally to competitiveness if it is supported by a strong digital culture.

There is a Simultaneous Effect of Visionary Leadership, Digital Marketing, and Digital Culture on Competitiveness at IAIN Takengon

The simultaneous test results show that visionary leadership, digital marketing, and digital culture together have a significant effect on competitiveness, with a p-value = 0.000. The multiple linear regression equation obtained is:

$$X_4 = 27.085 + 0.504(X_1) + 0.643(X_2) + 0.768(X_3) + e$$

This equation shows that the three variables simultaneously contribute to shaping competitiveness. Digital culture provides the largest contribution, followed by digital marketing and visionary leadership.

CONCLUSION

Based on the results of data analysis using the SEM-PLS method, several important findings were obtained that strengthen the research hypotheses. Overall, this study confirms that visionary leadership, digital marketing, and digital culture are important factors influencing the competitiveness of IAIN Takengon, both directly and indirectly. In general, this study concludes that the competitiveness of Islamic higher education institutions is not only determined by external strategies such as digital marketing, but also strongly depends on internal factors in the form of visionary leadership and digital culture. Digital culture has been proven to be the most dominant factor as well as an important mediator that strengthens the influence of visionary leadership and digital marketing on competitiveness. Therefore, to improve competitiveness sustainably, IAIN Takengon needs to strengthen the integration of visionary leadership, digital marketing strategies, and the internalization of digital culture as the main foundation for facing global competition in the era of digital transformation. The results of this study make an important contribution to the development of Islamic education management theory and management science in general. First, the finding that visionary leadership has both direct and indirect effects on competitiveness through digital culture reinforces Nanus's (1992) theory of visionary leadership, which emphasizes the role of leaders in creating a future vision while shaping organizational values. This study extends

the theory by adding that in the context of the digital era, leadership vision must be oriented toward digital transformation in order to enhance competitiveness. Practically, this study has several implications for higher education management, particularly at IAIN Takengon. First, because digital culture has been proven to be the most dominant factor, campus leaders need to strengthen the internalization of digital values, norms, and habits in both academic and administrative activities. For example, encouraging the use of Learning Management Systems (LMS), the digitalization of administration, and the habituation of official communication through digital platforms. In addition, the novelty of this research provides specific insights into how IAIN Takengon can leverage visionary leadership, digital marketing, and digital culture to overcome these obstacles. ■

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This page belongs to the Tadbir : Jurnal Studi Manajemen Pendidikan

Tadbir : Jurnal Studi Manajemen Pendidikan Vol. 10, No.1, Mei 2026
IAIN Curup –Bengkulu | p-ISSN 2580-3581; e-ISSN 2580-5037