



VALUES-BASED LEADERSHIP APPROACH IN MANAGING CULTURAL DIVERSITY IN ISLAMIC EDUCATIONAL INSTITUTIONS

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Abstract	History Articles
<p><i>This study aims to examine the effectiveness of value-based leadership in the management of cultural diversity in Islamic educational institutions, with a focus on the application of the principles of justice, honesty, and deliberation. This study uses a qualitative approach with a case study type, involving in-depth interviews, participatory observation, and document analysis as data collection techniques. Through thematic analysis, this study found that leaders who place Islamic values as the foundation of decision-making show higher abilities in creating an inclusive and harmonious work environment. The results of the interviews showed that a value-based approach was able to build trust and openness among members of the organization. Leaders who consistently apply the principles of justice and deliberation also show greater effectiveness in managing intercultural conflicts. The implications of this study show that value-based leadership has an important role in supporting harmony and collaboration in a culturally diverse environment, while also contributing to improving organizational performance. Thus, this research provides valuable insights for Islamic educational institutions in designing a leadership model that is able to optimize the potential of human resources in a sustainable manner.</i></p>	Received 20/1/2024
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INTRODUCTION

In the context of globalization and rapid technological development, educational institutions face new challenges in managing the cultural diversity that exists within their organizations. This diversity, which includes cultural differences, ethnic backgrounds, and belief values, makes the educational environment a complex space for multicultural interaction. The values-based leadership approach has emerged as one of the effective solutions to address this challenge, especially in Islamic educational institutions that strongly uphold moral and ethical values in their leadership practices. Value-based leadership that prioritizes the principles of inclusivity, justice, and mutual respect is expected to create a harmonious, collaborative environment, and be able to foster positive interactions between individuals from various backgrounds. In value-based leadership practice, the application of inclusivity, justice, and mutual respect is evident through decisions that involve the participation of all team members, ensuring that every voice is heard and valued, while creating a fair environment where rights and responsibilities are met equally. This fosters harmony within the organization, strengthening relationships among individuals and supporting the achievement of common goals.

Several previous studies have examined the effectiveness of value-based leadership in organizations. Research by Abdullah and Riza (2020) shows that Islamic values such as justice, responsibility, and honesty can increase harmony in the work environment, especially in dealing with conflicts between individuals (Haron et al., 2020; Huda et al., 2020; Maham et al., 2020). Bakari et al. also highlight the importance of inclusivity in leadership to support diversity, but this study has not emphasized the specific application of Islamic values (Aderibigbe Et Al., 2023; Ahmad Et Al., 2021; Rissanen, 2021). Farooq and Asif examined the role of religious ethical values in increasing trust and commitment in organizations, but their findings focused more on ethical values in the formal aspect, without highlighting the dynamics of cultural diversity management in the Islamic educational environment (Arar et al., 2022; Göçen, 2021; Hajar

et al., 2023).

Although value-based leadership has been recognized as important in building inclusive and harmonious organizations, there have not been many studies that specifically explore this approach in managing cultural diversity in Islamic educational institutions. The main problem faced is how leaders in these institutions can effectively apply inclusive and tolerant Islamic values in the face of significant cultural differences among members of the organization. This research aims to explore and develop a value-based leadership model that is able to respond to the challenges of cultural diversity in Islamic educational institutions, as well as provide practical guidance for leaders in integrating these values optimally.

This research offers novelty by developing a value-based leadership model that uniquely combines Islamic values with the principles of multiculturalism, which is relevant to be applied in the era of globalization and digitalization. Another novelty lies in the exploration of how leaders can use digital technology to address cultural differences and facilitate more effective communication in multicultural organizations. Thus, this research is expected to fill the gaps in previous studies that have not discussed much about the practical application of Islamic values-based approaches in the context of cultural diversity in educational institutions, as well as make significant theoretical and practical contributions to the development of leadership in Islamic educational institutions.

RESEARCH METHODS

This research method uses a qualitative approach with the type of case study research. The qualitative approach was chosen because it aims to explore in depth the phenomenon of value-based leadership in the management of cultural diversity in Islamic educational institutions (Jannah et al., 2024; Munkar & Walid, 2023). Case studies as a type of research allow researchers to understand the specific context, which is how the principles of Islamic values are applied in daily leadership practices to create an inclusive and harmonious work environment in the midst of cultural differences. This method is particularly effective in revealing unique perspectives on culture, values, and leadership practices in an educational setting because it allows for in-depth exploration of the lived experiences and viewpoints of individuals within the institution. By incorporating qualitative techniques such as interviews, focus groups, or case studies, researchers can capture the nuanced ways in which cultural and value-based dynamics influence leadership behaviors and decision-making processes. This approach facilitates a deeper understanding of how educational leaders navigate and apply these principles in their daily interactions and institutional strategies. Furthermore, it enables the identification of specific challenges and opportunities related to cultural diversity, offering a more holistic view of the leadership practices that shape the educational environment. Through this method, the research not only uncovers how leaders uphold core values but also highlights how these practices contribute to the overall development and success of the educational institution.

The data collection techniques in this study consist of in-depth interviews, participatory observations, and document analysis. In-depth interviews were conducted with leaders of Islamic educational institutions to get their views on the values that underpin their leadership and their application in managing cultural diversity. Participatory observation was carried out at the research site to observe social interactions and dynamics in the work environment, in order to understand how these values are directly applied in daily interactions. In addition, document analysis is carried out against various internal policies, guidelines, and reports related to the management of cultural diversity, to strengthen the understanding of the values embraced by the organization (Holili et al., 2024; Walid et al., 2024).

Data analysis is carried out using thematic analysis methods, which allow the identification of key themes from the collected data. The analysis process begins with the transcription of the results of interviews, observations, and documents which are then coded to find patterns or themes that are relevant to the application of value-based leadership. These themes are categorized based on value principles such as fairness, honesty, and deliberation, as well as the role of each value in creating an inclusive work environment (Walid & Malik, 2023). The results of this analysis are then interpreted to understand the relationship between values-based leadership and the effectiveness of cultural diversity management, by providing an in-depth explanation of the contribution of each value in supporting organizational goals.

FINDINGS AND DISCUSSION

Value-Based Leadership in Managing Cultural Diversity

The findings of this study reveal a significant correlation between the application of value-based leadership and the ability of leaders to manage cultural diversity in Islamic educational institutions (Said et al., 2023; Tadesse et al., 2024). Based on interviews with several leaders of educational institutions, it can be seen that a values-based approach that prioritizes principles such as fairness, tolerance, and respect for cultural differences can encourage the creation of an inclusive and harmonious atmosphere in the work environment. One of the interviewees revealed,

I always emphasize the importance of fairness and respect for all staff and students, especially those from different cultural backgrounds. The Islamic values that we uphold are the foundation for building good cooperation here.

These findings are reinforced by data showing that leaders who place religious values as the main principle in decision-making tend to be more effective in managing cultural conflicts. This is in accordance with the view of one of the leaders who stated,

We cannot ignore cultural differences, in fact, we need to embrace them. By upholding Islamic values, such as justice and honesty, we can bridge those differences and use them as strength

The data shows that when these principles are applied consistently, there is an increase in trust and openness among members of the organization.

Correlation Between Islamic Values and Inclusivity in the Workplace

From the results of interviews and analysis, it was found that Islamic values play a central role in building an inclusive environment in Islamic educational institutions (Hifza et al., 2020; Purwanto et al., 2020; Rahmat & Yahya, 2022). This inclusivity is very important in creating harmony in the midst of existing cultural diversity. One of the respondents stated,

As a leader, I always try to listen to the opinions of all staff regardless of their background. This is in accordance with Islamic teachings that prioritize justice and respect for fellow human beings

This statement illustrates the importance of an open attitude in leadership based on Islamic values.

The study also found that when leaders base their policies on the principles of justice and equal rights, they can more easily manage intercultural conflicts. Another leader added,

The decisions I make always take into account the values of fairness and balance so that all staff feel heard

Data shows that inclusive policies like this not only create a harmonious work environment but also improve overall organizational performance.

The Use of Islamic Values as a Basis for Intercultural Conflict Resolution

Conflict resolution is one of the important aspects of the management of cultural diversity in educational institutions. Based on the findings of this study, leaders who prioritize values such as honesty and justice can be more effective in resolving cultural conflicts. One of the principals interviewed stated,

When intercultural conflicts arise, I always try to resolve these issues based on the principles of honesty and open dialogue. This is in accordance with Islamic teachings that encourage deliberation in solving problems

These findings show that an Islamic values-based approach is able to help leaders resolve differences that arise peacefully and constructively.

Table 1. Summarizes The Results Of The Interviews That Support These Findings

Principles of Islamic Values	Impact on Conflict Management
Honesty	Encourage openness in communication and reduce misunderstandings.
Justice	Helping leaders to be impartial, creates a sense of trust.
Deliberation	Increase the participation of organizational members in resolving conflicts.

Implications of Value-Based Leadership on Organizational Performance

The study also found that leaders who implement a value-based approach have a positive impact on organizational performance. This approach not only improves interpersonal relationships within the organization but also encourages a strong spirit of collaboration. One respondent stated,

We often collaborate on intersectional projects involving many cultures. This approach makes us feel valued and heard

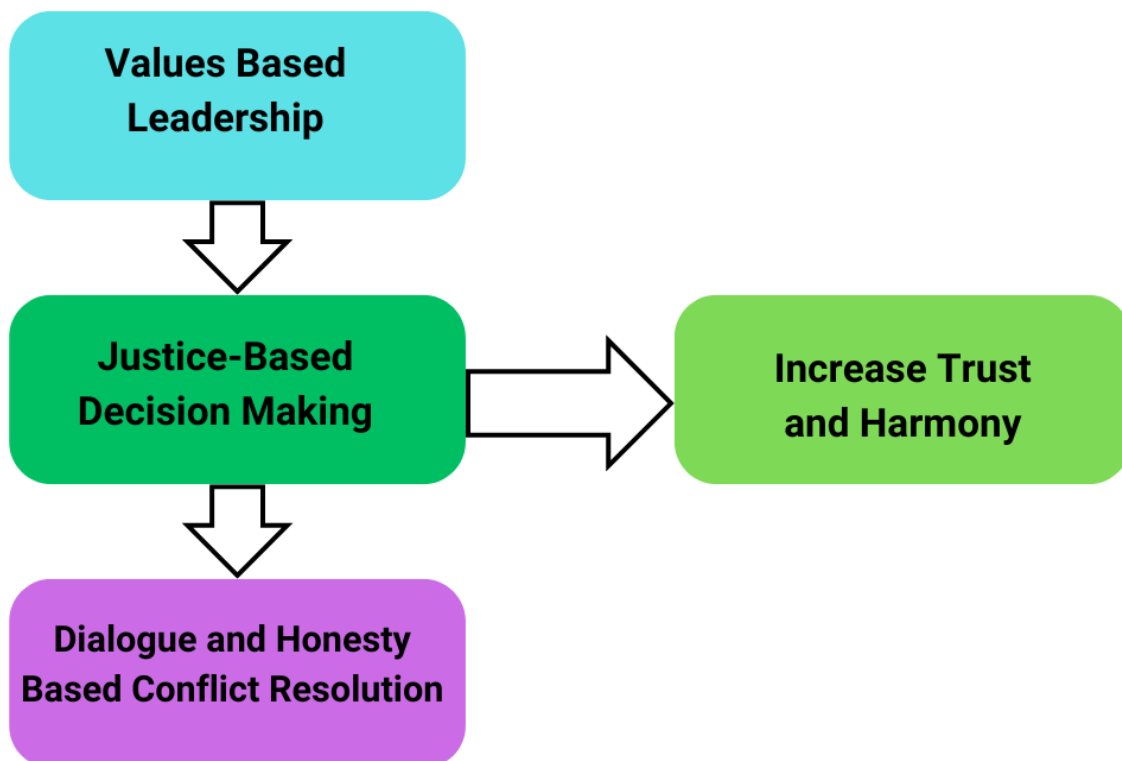
This shows that with value-based leadership, all members of the organization can feel more motivated and involved in achieving common goals.

Additionally, Islamic values such as mutual respect and respect for differences allow organizations to leverage cultural diversity as a competitive advantage.

Table 2. Islamic Values Supports Organizational Performance

Islamic Values	Impact on Organizational Performance
Mutual Respect	Improve collaboration and effective communication.
Inclusivity	Help each member to fully contribute.
Collective Responsibility	Increase commitment to organizational goals.

Chart 1. Value-Based Leadership Models in Cultural Diversity Management



Below is a conceptual model developed from the findings of this study. This chart illustrates how Islamic values-based leadership can manage cultural diversity by integrating the values of honesty, justice, and deliberation in decision-making and conflict resolution.

The findings of this study show that value-based approaches, especially those based on Islamic values, have a significant impact on the management of cultural diversity in educational institutions. By applying the principles of fairness, honesty, and open dialogue, leaders can create an environment that supports inclusivity and optimizes the potential of each member of the organization. These results also underscore the importance of implementing value-based leadership in the context of Islamic education, where moral values are the main foundation for building a productive and harmonious organization.

The discussion of the results of this study shows the important role of value-based leadership in managing cultural diversity in Islamic educational institutions (Amin, 2024; Tok & Yesuf, 2022; Yusufali, 2021). The findings show that leadership based on Islamic principles, such as justice, honesty, and deliberation, makes a significant contribution to the creation of an inclusive and harmonious work environment. Value-based leadership not only serves to organize and direct but also provides space for members of the

organization to feel valued and heard, which in turn improves performance and collaboration within the organization.

One of the main aspects that stands out from the results of this study is the correlation between the value of justice and the ability of leaders to overcome cultural differences. Leadership that puts justice as the main foundation in decision-making creates a sense of trust and openness among members of the organization. Consistent fairness applied by leaders allows staff from diverse cultural backgrounds to feel treated equally and valued. Recognition and respect for each individual regardless of their cultural background encourages the improvement of positive interpersonal relationships within the organization. This finding is in line with the view that justice in leadership can encourage the creation of unity even in the midst of cultural diversity. When justice becomes a principle in decision-making, the potential for discriminatory conflicts can be reduced, as every decision is based on objective judgments, not cultural prejudices.

In addition, the application of honesty values also plays a role in creating effective conflict resolution (Furlong, 2020; Hicks, 2021; Wei et al., 2020). These findings underscore the importance of honesty as a principle in resolving intercultural conflicts. Through honesty, leaders can create an open dialogue that allows each party to express their views without fear or anxiety. This is reinforced by the statement of a school principal who argues that with the principle of honesty, intercultural conflicts can be resolved peacefully and constructively. When leaders are honest, they show transparency and integrity in dealing with problems that arise. This honesty also creates a sense of trust from the members of the organization towards their leaders, which in turn helps the conflict resolution process run more smoothly. Thus, the value of honesty, when applied consistently, helps leaders build stronger bonds with members of the organization, regardless of existing cultural differences.

The value of deliberation is also proven to be one of the approaches that support inclusivity and the resolution of intercultural conflicts. In the context of cultural diversity, deliberation allows for the participation of various parties in decision-making. Leaders who implement deliberation as a key value provide space for staff from different cultures to voice their opinions and participate in the decision-making process. This not only creates a sense of involvement but also fosters a sense of belonging among the members of the organization. When each member feels that his or her views and contributions are valued, they will be more likely to support the policies taken. The deliberative approach applied in Islamic educational institutions, which is rooted in Islamic values, reflects how religious values can be translated into effective and inclusive leadership practices.

The findings of this study also suggest that value-based leadership can serve as a tool to address the challenges and barriers associated with cultural diversity in organizations. In a work environment that has members with different cultural backgrounds, there are often differences in views, norms, and ways of communicating. A values-based approach allows leaders to leverage this diversity as a source of strength, rather than as a trigger for conflict. A leader who respects cultural differences and upholds Islamic values can integrate those differences to encourage harmonious collaboration. Thus, cultural diversity can serve as social capital that enriches the perspective of organizations in facing global challenges.

In terms of organizational performance, a value-based approach also has a positive impact on work effectiveness and efficiency. The findings show that leaders who prioritize values such as mutual respect and inclusivity can create a work environment that supports productivity. When members of an organization feel that they are valued and supported, they will tend to have a higher level of job satisfaction (Redondo et al., 2021; Sembiring et al., 2020; Waltz et al., 2020). This satisfaction contributes to improved performance and loyalty to the organization. In the context of Islamic educational institutions, a values-based approach not only serves to increase the effectiveness of the organization but also supports the organization's mission of promoting Islamic values as a solid moral foundation.

The implication of the findings of this study is that the application of value-based leadership in managing cultural diversity is not only relevant in Islamic educational institutions but also has broader significance in the modern world of work that is increasingly culturally diverse. A values-based approach offers an inclusive and sustainable leadership model, capable of addressing differences and optimizing each individual's potential. These findings also show that the application of Islamic values in leadership is not only limited to moral aspects but also has practical benefits in creating

harmonious and productive organizations.

CONCLUSION

The conclusion of this study confirms that value-based leadership plays an important role in managing cultural diversity in Islamic educational institutions. By placing values such as fairness, honesty, and deliberation as the main foundation in decision-making, leaders are able to create an inclusive, harmonious, and respectful work environment. The findings of the study show that the application of these Islamic values not only helps leaders in overcoming intercultural conflicts but also encourages collaboration and increases trust among organizational members. Value-based leadership has proven to be effective in creating a productive work environment and supporting the achievement of organizational goals in a sustainable manner.

Recommendations for further research include the need to develop more in-depth studies on the application of values-based leadership in different types of educational institutions, both formal and non-formal, to understand their impact in a broader context. Additionally, further research can explore external factors, such as government policies or local cultural influences, that can influence the effectiveness of value-based leadership in diverse organizations. Further research is also expected to involve quantitative methods to measure the impact of the application of Islamic values empirically, so as to produce stronger and generalizable data.

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