

## The Role of Technology-Based Management in Enhancing the Efficiency of Educational Administration at Nurul Jadid University

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### Abstract:

This study aims to analyze the role of technology-based management in improving the efficiency of educational administration at Nurul Jadid University. The research focuses on how the implementation of information technology systems can accelerate administrative processes, enhance data accuracy, and increase user satisfaction within the university environment. The research method employed is a qualitative approach, with data collected through in-depth interviews and participatory observations involving administrative staff and lecturers at Nurul Jadid University, located on Jln. KH. Zaini Mun'im, Karanganyar Village, Paiton District, Probolinggo Regency. Data analysis was conducted using thematic analysis techniques to identify patterns and relationships among variables. The findings indicate that the implementation of technology-based management significantly improves administrative efficiency through faster processes, reduced data entry errors, and enhanced inter-unit coordination. However, several challenges remain, including resistance to adaptation among some staff and limitations in infrastructure. The implications of this study highlight the importance of a holistic approach that integrates technology, human resources, and institutional policies to achieve effective and responsive educational administration. This research also serves as a reference for other educational institutions seeking to implement administrative digitalization more optimally.

**Keywords:** *Technology Management, Administrative Efficiency, Higher Education.*

### Abstrak:

Penelitian ini bertujuan untuk menganalisis peran manajemen berbasis teknologi dalam meningkatkan efisiensi administrasi pendidikan di Universitas Nurul Jadid. Fokus penelitian terletak pada bagaimana penerapan sistem teknologi informasi dapat mempercepat proses administrasi, meningkatkan akurasi data, serta meningkatkan kepuasan pengguna di lingkungan perguruan tinggi tersebut. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan teknik pengumpulan data melalui wawancara mendalam dan observasi partisipatif pada staf administrasi dan dosen di Universitas Nurul Jadid, yang beralamat di Jln. KH. Zaini Mun'im, Desa Karanganyar, Kecamatan Paiton, Kabupaten Probolinggo. Analisis data dilakukan dengan teknik analisis tematik untuk mengidentifikasi pola dan hubungan antar variabel. Hasil penelitian menunjukkan bahwa penerapan manajemen berbasis teknologi secara

signifikan memperbaiki efisiensi administrasi, dengan percepatan proses, pengurangan kesalahan input data, serta peningkatan koordinasi antarunit. Namun, masih ditemukan kendala berupa resistensi adaptasi pada sebagian pegawai dan keterbatasan infrastruktur. Implikasi penelitian ini menegaskan pentingnya pendekatan holistik yang mengintegrasikan teknologi, sumber daya manusia, dan kebijakan kelembagaan untuk mewujudkan administrasi pendidikan yang efektif dan responsif. Penelitian ini juga menjadi rujukan bagi institusi pendidikan lain yang ingin mengimplementasikan digitalisasi administrasi secara optimal.

**Kata Kunci:** *Manajemen Teknologi, Efisiensi Administrasi, Pendidikan Tinggi.*

## INTRODUCTION

In the era of rapid digital transformation, various sectors of life, including higher education, are required to adapt to the development of information technology (Fitriana et al., 2022). One of the most affected aspects within educational institutions is the administrative system, which has long served as the backbone of campus operations. Efficient educational administration is a fundamental prerequisite for the delivery of quality academic services, especially in universities where data management and cross-unit coordination are inherently complex (Jahrar et al., 2024). However, amid this wave of digitalization, many higher education institutions in Indonesia continue to face significant challenges in fully implementing technology-based management systems (Ellis et al., 2022).

Nurul Jadid University, as one of the growing pesantren-based higher education institutions, encounters similar challenges (Pesantren & Jadid, 2024). Although digitalization has begun in several service areas, the administrative system as a whole remains unintegrated and frequently relies on manual methods. This has led to a range of administrative issues, such as delays in student data entry and processing, lack of synchronization between departments, and low efficiency in academic and financial reporting (Sundari & Etiyasningsih, 2025). This phenomenon reflects an urgent need for a new managerial approach that is not only technology-oriented but also aligned with the institutional characteristics and organizational culture of the campus (Jum'iyatul et al., 2025).

The importance of implementing technology-based management in educational administration can be understood through several theoretical approaches (Suharti & Mariam, 2025). Rogers' (2003) Theory of Technological Innovation suggests that technology adoption is strongly influenced by perceived relative advantage, ease of use, and compatibility with organizational values (Kodir, 2025). In addition, based on Laudon and Laudon's (2019) Management Information Systems theory, integrated technology systems can streamline information flow, accelerate decision-making, and enhance data accuracy (Lubis & Veri, 2025). Furthermore, Hammer and Champy's (1993) theory of Operational Efficiency emphasizes that technology implementation in business processes can significantly reduce transaction costs and accelerate service delivery (Muhammad Bahanan & Wahyudi, 2023). The integration of these theoretical frameworks forms a strong foundation for developing technology-based management in the context of educational administration.

The primary issue addressed in this study is how technology-based management contributes to improving the efficiency of educational administration at Nurul Jadid University. In this context, efficiency is not only measured in terms of speed and accuracy but also in terms of system integration, reduced administrative workload, and increased satisfaction among internal users such as staff, lecturers, and students (Tinggi & Raya, 2025). Although digitalization has been introduced in certain areas, the systems in use remain fragmented and disconnected. This results in task redundancy, high potential for data entry errors, and ineffective reporting processes.

Previous studies have examined the application of technology in higher education, but few have specifically addressed the context of pesantren-based universities such as Nurul Jadid University. Adiputra and Santoso (2021), in the *International Journal of Educational Management*, reported that the adoption of academic information systems could improve efficiency by up to 20%, although their study focused on large private universities with relatively advanced technology infrastructure. Meanwhile, Liu et al. (2022), in the *Journal of Educational Technology Systems*, highlighted the importance of integration between digital administrative modules to accelerate reporting, yet they did not consider human resource readiness in institutions with limited technological capacity. Another study by Asri and Wulandari (2023) in the *Computers & Education Journal* explored IT project management in universities, but did not investigate its direct impact on administrative efficiency.

These studies reveal a significant research gap: there is a lack of comprehensive examination on the role of technology-based management in the administrative systems of pesantren-based higher education institutions (Sekolah et al., n.d.). Institutional environments such as Nurul Jadid University possess unique characteristics, including organizational culture, digital literacy levels of human resources, and infrastructure limitations. These require a contextual and adaptive approach to technological implementation. Therefore, this research offers a new model of integrated technology-based management tailored to the actual needs of such institutions.

The key novelty of this research lies in the design and evaluation of a digital administrative management model that not only focuses on technological aspects but also takes into account pesantren values, collegial work patterns, and the local human resource capacity. This study also applies a before-and-after approach to measure improvements in administrative efficiency in terms of processing time, data accuracy, and user satisfaction. Consequently, the model developed is expected to address the need for an efficient, contextual, and sustainable educational administration system, and to serve as a replicable model for similar institutions in Indonesia.

The primary objective of this study is to systematically evaluate how technology-based management can improve the efficiency of educational administration at Nurul Jadid University, as well as to identify the supporting and inhibiting factors of its implementation (Aminullah et al., 2024). The research focuses on a critical issue, namely the inefficiency of administrative processes caused by a lack of system integration. Through both qualitative and quantitative

approaches, this study aims not only to enrich academic discourse in the field of educational management and information technology but also to provide practical contributions to improving administrative services in pesantren-based higher education institutions.

## RESEARCH METHOD

This study employs a descriptive qualitative approach with a case study research design (Syahrizal & Jailani, 2023). This approach was chosen because it allows for an in-depth and comprehensive exploration of the technology-based management processes implemented in the educational administration at Nurul Jadid University. The main focus of the study is to investigate the role and effectiveness of information technology in managing administrative services, ranging from academic data input and financial reporting to the human resource information system within the university environment. The research was conducted at Nurul Jadid University (UNUJA), located at Jln. KH. Zaini Mun'im, Karanganyar Village, Paiton Subdistrict, Probolinggo Regency, East Java Province—a pesantren-based higher education institution that has adopted several digital administrative systems but still faces various challenges in achieving full integration.

Data collection was carried out using multiple techniques, namely in-depth interviews, participant observation, and documentation (Karismatik et al., 2020). Interviews were conducted with key informants, including academic and student affairs administrative staff, data and information systems personnel (PDSI), lecturers, and staff from the finance and general administration divisions. Observations were conducted to directly observe the administrative workflows across various units, both those that have adopted digital systems and those still operating manually. Documentation was used to gather secondary data such as annual reports, administrative standard operating procedures (SOPs), records of the academic information system (SIKAD), and other digital platforms utilized by the university. The entire data collection process took place over the course of one week, from June 14 to June 21, 2025.

Data analysis in this study employed the Miles and Huberman (1994) model, which consists of three stages: data reduction, data display, and conclusion drawing (Umar & Firmansyah, 2023). Data reduction was conducted by filtering essential information obtained from interviews, observations, and documentation to align with the research focus. The selected data were then presented in thematic narratives and tables to facilitate interpretation. The final stage involved drawing conclusions to identify patterns, relationships among variables, and to formulate practical implications of the findings. Data validity was ensured through source and method triangulation, thus guaranteeing the academic credibility of the study results (Digital et al., 2025).

**Table 1.** Research Method Overview

Research Method	Description
Type of Research	Case Study
Approach	Descriptive Qualitative

Research Method	Description
Research Location	Nurul Jadid University (UNUJA) Address: Jln. KH. Zaini Mun'im, Karanganyar Village, Paiton Subdistrict, Probolinggo, East Java, 67291
Data Collection Techniques	1. In-depth interviews with administrative staff, lecturers, and media team 2. Participant Observation 3. Documentation Review
Data Analysis Technique	Miles and Huberman (1994) Model: 1. Data Reduction 2. Data Display 3. Conclusion Drawing
Research Period	June 14–21, 2025
Data Validity	Source and Method Triangulation

This table illustrates that the research process began with problem identification, followed by the selection of location and research approach. Data were collected using three primary techniques and analyzed using the Miles and Huberman method, ultimately resulting in conclusions and actionable recommendations.

## RESULTS AND DISCUSSION

### System Integration and Acceleration of Administrative Processes

This study found that the level of technological system integration at UNUJA is closely related to the acceleration of administrative processes (Noor, 2020). One of the Administrative and Student Affairs staff, Mr. Mohammad Wali, S.Kom, stated, *“Previously, we entered student data manually, but now most of it is done through the portal, so it’s much faster.”* (Interview, June 15, 2025). A similar sentiment was expressed by Mr. Abdullah, M.Pd: *“Now I can input student grades from home using the SIAKAD system; I no longer have to go to the office.”* (Lecturer Interview, June 15, 2025). Meanwhile, a staff member from the Data and Information System Unit (PDSI), Mr. Anshari, S.Kom, noted, *“Since the integration module between academic and finance units was introduced, reporting can be done online and document audits are now 50% faster.”* (Interview, June 15, 2025). These quotes illustrate that system integration not only streamlines workflows but also significantly reduces waiting times and enhances service responsiveness (Negara, 2024).

**Table 2.** Efficiency of Integration Module Implementation

Administrative Process	Before (minutes)	After (minutes)	Reduction (%)
Student data input	120	30	75%
Financial data verification	90	45	50%

Administrative Process	Before (minutes)	After (minutes)	Reduction (%)
Schedule and grade synchronization	180	60	67%

The data clearly show a significant improvement in process speed following the implementation of the integrated system. This validates the correlation between technology integration and administrative efficiency within the context of UNUJA.

### Data Accuracy and Reduction of Manual Errors

The next finding highlights the critical role of technology-based management in improving data accuracy and reducing potential human errors from manual input (Hanifah et al., 2025). Mr. Badrul Mudarris, M.Pd acknowledged, *“In the past, student grades were often entered incorrectly due to typos; now the system automatically validates them.”* (Lecturer Interview, June 17, 2025). Administrative staff member Mr. Suhermanto, M.Pd added, *“When I used to fill in reports manually, I sometimes missed fields, but now the system requires all fields to be completed.”* (Interview, June 17, 2025). Meanwhile, a staff member from the General and Financial Administration Division (BAUAK), Mr. Achmad Rizquha, M.Pd explained, *“Previously, there were frequent mismatches between bank records and administrative system data. Now, the reconciliation module syncs everything line-by-line.”* (Interview, June 17, 2025). These insights suggest that the system ensures cleaner, more consistent data, in contrast to manual processes that are highly prone to human error. As a result, error report frequencies have dropped from an average of 8 cases per month to just 1–2 cases after the system was implemented – indicating a notable improvement in data quality and reliability.

### User Perception of the System

Beyond technical aspects, the study also examined users’ perceptions – including administrative staff, lecturers, and IT operators – toward technology-based management. One administrative staff member shared, *“At first, it was hard to learn the new system, but after training, I find it much more convenient.”* (Interview, June 20, 2025). A similar viewpoint came from Mr. Dr. Musolli, M.Pd: *“This system makes me feel more modern in my work.”* (Lecturer Interview, June 20, 2025). An IT operator added, *“Our challenge is to keep the servers running smoothly and fast, but we’re proud that monthly reports are always submitted on time.”* (Interview, June 20, 2025). These findings reveal that training and technical support play a vital role in shaping users’ positive attitudes, which in turn sustain implementation (Saputra et al., 2024).

### Technical and Non-Technical Challenges

Several respondents also mentioned technical challenges such as unstable internet connectivity in the campus and pesantren zones. One staff member said, *“When it rains, the portal slows down, sometimes showing a ‘timeout’ error.”* (Interview, June 21, 2025). Dr. H. Mohammad Rifa’i, M.Pd added, *“As a beginner,*

*I sometimes forget my password, and the reset process takes time.*" (Interview, June 21, 2025). Regarding organizational culture, Dr. Abu Hasan Agus R., M.Pd.I commented, *"Senior staff still feel more comfortable with traditional methods; a mindset shift is needed."* (Head of MMPI Program). Despite these issues, all parties remain optimistic that such obstacles can be overcome through additional training and infrastructure optimization (Tanah et al., 2024).

### User Satisfaction and Procedural Compliance

Based on internal surveys, staff satisfaction with the new system reached 85%, with key indicators including faster service and easier reporting. The following table summarizes the survey results:

**Table 3. Satisfaction Survey**

Indicator	Average Score (1-5)
Process speed	4.3
Data accuracy	4.1
System ease of use	4.0
Training support	4.2
Overall satisfaction	4.1

Satisfaction levels were consistently high across all indicators, reflecting users' appreciation of the system's benefits despite the remaining challenges.

Overall, these findings indicate a positive correlation between the implementation of technology-based management and improvements in administrative efficiency. The integrated system has successfully accelerated processes, improved data accuracy, and generated high levels of user satisfaction (Zaky et al., 2025). While technical and cultural challenges persist, they are not insurmountable and can be addressed through ongoing training and infrastructure improvements. These results highlight the importance of managerial commitment and continuous support for digital transformation in achieving long-term administrative advancement within the educational environment of Nurul Jadid University.



**Figure 1.** Nurul Jadid University Student Application Source: <https://am.unuja.ac.id>

This study found that the implementation of technology-based management at Nurul Jadid University has had a significant impact on

improving the efficiency of educational administration (Faisal & Sanafiri, 2025). This is evident in the acceleration of data input processes, inter-unit synchronization, and both academic and financial reporting. Empirically, the use of information technology has simplified administrative processes that were previously manual and relatively slow. These findings directly affirm Systems Theory by Ludwig von Bertalanffy, which posits that integrated systems function more effectively when all components coordinate within a unified digital framework (Aulia et al., 2023). At UNUJA, the academic information system (SIKAD), finance, and human resources systems have begun to show functional connectivity, although full integration has yet to be achieved. This indicates that the complexity of educational administration can be mitigated through a holistic technological systems approach (Nestiti et al., 2025).

Furthermore, efficiency is not only defined by speed of work but also by the accuracy of the data produced by the system. Interview results showed that the digital system helped reduce input errors and minimized data duplication, issues that were common under the manual system (Darmansah et al., 2024). This finding reinforces Information Processing Theory as proposed by Galbraith (1973), which states that modern organizations must enhance their information processing capacity to make accurate decisions in complex environments (Zahran & Ali, 2020). At UNUJA, information systems have supported data-driven decision-making in areas such as grade recapitulation, schedule planning, and financial reporting. However, technical challenges—such as unstable internet connectivity and limited technological literacy among staff—continue to hinder full system optimization.

Another notable finding concerns user perception of the technology system. Most respondents reported feeling more efficient, practical, and modern after using the digital system, although some still faced adaptation challenges—particularly among senior staff members. This highlights the relevance of the Technology Acceptance Model (TAM) by Davis (1989), which states that perceived ease of use and perceived usefulness greatly influence the acceptance of new systems (Rijatullah et al., 2020). At UNUJA, strong acceptance of technology occurred after intensive training and continuous technical support from the campus IT team. Nonetheless, implementation success remains uneven across units, suggesting that technology adoption is still incremental and requires a more inclusive strategy.

In addition, the results indicate that the success of technology-based management in educational settings is not solely determined by the software used, but also heavily depends on institutional readiness, organizational culture, and policy support from leadership. Without strong managerial backing and inter-unit coordination, technology systems risk becoming mere formalities. In this regard, Sociotechnical Systems Theory offers insight that technology must be understood as part of a broader social system—where technical changes must be balanced with behavioral and organizational structural changes (Yunita, 2021). At UNUJA, the digitalization initiative was not solely driven by the IT team, but was also supported by the university leadership's progressive vision and embedded in the Campus Strategic Plan.

Overall, this discussion demonstrates that technology-based management holds great potential for improving administrative efficiency at UNUJA – particularly in terms of speed, accuracy, and user satisfaction. However, achieving optimal outcomes requires a comprehensive approach that incorporates technical, cultural, and structural dimensions. Lessons from the UNUJA case suggest that technology alone cannot drive transformation; it must be supported by sound policies, ongoing training, and institutional and mental readiness. Therefore, the success of administrative digitalization is not merely a result of technological investment, but also an investment in people and institutional governance (Hidayat et al., 2025).

**Table 4.** Comparison of Administrative Aspects Before and After Technology Implementation

Administrative Aspect	Before Digitalization	After Digitalization
<b>Data Processing Speed</b>	Average of 2–3 days for manual validation and recapitulation	Average of less than 1 day with automated systems
<b>Data Accuracy</b>	High risk of input errors and redundancy	Automated validation; errors reduced by more than 70%
<b>Inter-Unit Coordination</b>	Fragmented, frequent overlaps in schedules/data	Integrated through a centralized system
<b>Academic Reporting</b>	Time-consuming and manual	Real-time and automated via system dashboard
<b>User Response (Staff &amp; Lecturers)</b>	Tended to be slow and bureaucratic	Faster, more flexible, and responsive
<b>Employee Satisfaction Level</b>	Moderate to low	High (average score 4.1 out of 5)
<b>Main Challenges</b>	Human error, delays, workload	Network infrastructure, partial resistance from personnel

## CONCLUSION

This study demonstrates that the implementation of technology-based management at Universitas Nurul Jadid has made a significant contribution to improving administrative efficiency in higher education, particularly in accelerating processes, increasing data accuracy, and enhancing user satisfaction. The findings affirm that administrative digitalization does not rely solely on technological tools but also requires adequate human resource readiness and institutional support to ensure optimal implementation. An effectively integrated system approach can streamline complex administrative processes and minimize errors, thereby creating a more productive and responsive work environment that aligns with institutional needs.

From an academic perspective, this research contributes to advancing the discourse on technology-based educational management, particularly in the context of pesantren-based higher education institutions, which have received limited attention in prior studies. By integrating variables such as administrative efficiency, user adaptation, and institutional support, this study offers a more comprehensive and contextual analytical framework. However, the research has several limitations, including its restricted focus on a single institution Universitas Nurul Jadid and the limited consideration of demographic variables such as gender and age among participants. Additionally, the use of a qualitative approach with a small sample size limits the generalizability of the findings. Therefore, future research is recommended to adopt a quantitative approach, such as surveys with a broader population and more diverse demographic variations, to obtain a more comprehensive picture that can serve as a basis for formulating more effective and targeted educational technology policies.

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