



Building User Loyalty Through Excellence Administrative Services in Private Higher Education

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ABSTRACT

This study investigates the quality of administrative services and their impact on the loyalty of educational service users at Islamic colleges in Riau Province. The objectives are: (1) to evaluate the existing quality of administrative services; (2) to assess the level of user loyalty; and (3) to identify aspects of administrative services that can enhance user loyalty. Using a qualitative descriptive-analytical approach, data were collected through observations, interviews, and documentation, and analyzed using the Miles and Huberman model with data triangulation for validation. The findings reveal that the quality of administrative services at three private Islamic colleges in Riau Province has not successfully increased user loyalty. Contributing factors include a lack of institutional commitment, unresponsive and unfriendly administrative staff, inaccurate data handling, and inadequate service facilities. To improve user loyalty, administrative services must address user needs and expectations by ensuring responsive, accurate, and high-quality service delivery.

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INTRODUCTION

Undoubtedly, the loyalty of service users or customers is the main key that must be the main goal that must be achieved by every university in all parts of the world, because the progress or decline of the university is determined by the level of loyalty of its customers (Darwin & Kunto, 2014; Khasanah, 2019; Kurniawan et al., 2022). The large role of customer loyalty is sometimes often ignored by the management of Chinese universities, this occurs due to the lack of commitment from each university to realize the vision, mission and goals of its organization.

This results in poor service provided to service users, thus user loyalty cannot be realized properly (Sutanto et al., 2019).

In Law Number 20 of 2003 concerning the national education system, it is emphasized that universities determine policies and have autonomy in managing education in their institutions. Therefore, every university is required to be creative and innovative in advancing their institutions, including in relation to determining the quality of administrative services, which are oriented towards the satisfaction of users of educational services, so that loyalty is born (Iskandar et al., 2019; Iskandar & Machali, 2020; Mulyani, 2015; Zostafia et al., 2023).

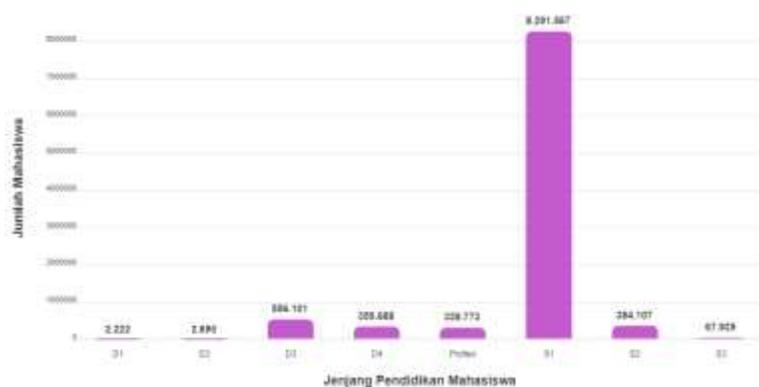


Figure 1. Higher Education Database (PDDIKTI), number of students in higher education institutions in Indonesia

Based on data sourced from the Higher Education Database (PDDIKTI), the number of students in universities in Indonesia is very large, especially the number of students at the S1 (Bachelor) level of education, which is 8,291,567 students and the number of students registered in private universities is 4,492,517 students, while universities in the form of Colleges in Indonesia are 3,130, the number is more than universities in the form of Academies, Universities, Institutes, and Polytechnics. This means that approximately 50% of students choose to study at private universities in Indonesia (Novia Putri Riyantika et al., 2023).

Based on the data above, it is evident that the number of universities is substantial. This situation compels each university, particularly private ones, to strategize and work diligently to attract as many students as possible (Badrudin & Nurdin, 2019). Most private universities rely heavily on student tuition fees, making it essential for them to attract prospective students. One key factor in drawing interest to a university or Private Islamic College is the provision of high-quality services. Beyond serving as an attraction for prospective students, service quality that prioritizes user satisfaction is a vital tool for universities to retain their students and foster loyalty. When a Private Islamic College offers excellent services that meet or exceed user expectations, it not only ensures satisfaction but also strengthens student loyalty, encouraging them to continue their association with the institution.

Currently, many universities are competing to present customer loyalty programs, but many have failed because they were implemented without careful planning and were just following the

crowd (Darwis & Mahmud, 2017; Gusni, 2019; Hasanbeigi et al., 2012; Nurbaiti, 2015). Implementing a customer loyalty program is no easy task, as customers often perceive points and rewards as interchangeable. If the loyalty program is overly complex or difficult to navigate, it can become a burden for customers, ultimately driving them away instead of fostering loyalty (Ahyat, 2017; Dewi & , Edi Suresman, 2020; Jono, 2016).

Based on interviews with officials who handle services. All officials in the institution agree that the quality of service must be improved in order to provide comfort to users, especially students. However, if we pay attention to the implementation of the services that occur, there are several inequalities that are not in accordance with the service standards provided by universities.

Based on the results of *the grand tour* conducted by the researcher at STAI Alkifayah Riau, its location is on Jl. Uka Perum. Mutiara Garuda Sakti Kel. Air Putih Kec. Tampan Pekanbaru City, Riau Province. This college is a college that is relatively new in Riau, which was established on April 3, 2017 and has five study programs, namely the Elementary School Teacher Study Program (PGMI), Early Childhood Islamic Education (PIAUD), Islamic Religious Education (PAI), Islamic Education Guidance and Counseling (BKPI), Sharia Business Management (MBS). At its very young age, this college already has 1,956 (one thousand nine hundred and fifty-six) students with ten service or administrative staff. The rapid development and progress of the number of students proves that STAI Alkifayah Riau is a college that is in great demand and is the choice of the community, even though in the same area there have been many established and mushroomed various colleges, both private and state. And if you look at the location of the campus, it is quite far from the highway or crowds and the road access is not all asphalt or cemented but there are dirt roads and potholes, when it rains it becomes muddy and flooded.

Based on the initial information obtained by the researcher from the director of education, Mr. Mukhyar Bukhori, MA, in terms of service at STAI Alkifayah Riau, although the facilities and infrastructure are not yet complete and adequate, STAI Alkifayah is very concerned and provides various conveniences to everyone, according to him the key word in service at a university is in its humans or human resources. According to him, although the university has been equipped with complete and quality facilities and infrastructure, if the humans who act as educational servants are unable to serve with a good face, friendly and unable to smile, then customers or consumers will not come and there needs to be a service that can meet all student needs, so that students feel that their rights are respected and they feel very appreciated. As the saying goes "You are polite, we are also reluctant".

Next, the implementation of the initial description of the location of the two research objects in this dissertation can be explained, namely STAI Sulthan Syarif Hasyim Siak Sri Indrapura Riau, this college was established on January 24, 2001, consisting of two study programs, namely Islamic Religious Education (PAI) and Sharia Economics (ESy), with a total of 1,008 students and five service or administrative staff. At the college, the researcher found a number of students who were dealing with campus administrative staff, they were served well, after the researcher investigated it turned out that the students were mostly taking care of scholarship requirements. the researcher obtained various information through direct interview techniques with the head of STAI Sulthan Syarif Hasyim Siak Sri Indrapura Riau, namely Mr.

Dr. Iwan Agus Supriono, M.Pd and at the same time the researcher also interviewed Ibuk Sari as the Head of Administration. On that occasion, the researcher found some initial information that provided an overview that there were various breakthroughs that had been made by the university, so that even though STAI Sulthan Syarif Hasyim Siak Sri Indrapura Riau has private status and is located in the region, thanks to the excellent quality of service to students, it has fostered interest and comfort for its students, even though the condition of the service place is less effective, however, several advantages are also seen that are worth noting for further study in further research.

METHOD

Participants

The focus of this research is on the Quality of Higher Education Administration Services in Increasing the Loyalty of Education Service Users: Case Study at STAI Alkifayah Riau, STAI Sulthan Syarif Hasyim Siak Sri Indrapura Riau and STAI Madinatun Najah Rengat. The nature of qualitative research is descriptive analytical, so the data obtained from observations, interview results, photography results, document analysis, field notes, are compiled by researchers in narrative form, not presented in tables and numbers. Furthermore, researchers conduct data analysis by enriching information, looking for relationships, comparing, finding patterns based on the original data that is not transformed into numbers. The results of data analysis are presented in the form of narrative descriptions.

Procedures

According to *Creswell*, qualitative research is a useful approach in exploring and interpreting social problems. The process is in the form of asking questions according to procedures, the collected data will be analyzed inductively from specific to general, then data interpretation is carried out (Creswell, 2012; Sugiyono, 2019). In line with the above opinion, according to Patricia Leavy, the qualitative approach is widely used in exploratory or descriptive research. This approach relies on inductive design aimed at producing meaning and producing rich descriptive data. Researchers use a qualitative approach with a qualitative descriptive approach, namely researchers are tasked with exploring in depth programs, events, activities, processes or one or more individuals. Researchers collect detailed information using a variety of data collection procedures over a sufficient period of time.

FINDINGS AND DISCUSSION

The research study raised in this dissertation is the Quality of Academic Administration Services of Private Universities in Increasing the Loyalty of Education Service Users in Riau Province. In this specific finding, the researcher will present the research results obtained from the research process at three private university locations in Riau Province, namely STAI Alkifayah Riau, STAI Sulthan Syarif Hasyim Siak Sri Indrapura Riau and STAI Madinatun Najah Rengat.

The service indicators that must be considered by each university as a provider or service provider in the field of education are 1) According to standards, 2) According to needs and expectations, 3) Consistent, 4) Providing satisfaction, 5) Representative facilities and infrastructure. Meanwhile, the indicators of loyalty of education service users include; 1) Commitment 2) Using services repeatedly 3) Loyal 4) Recommend to others 5) Participate in advancing. This study uses qualitative descriptive analysis techniques (exposure), while the data is obtained by researchers through observation, interviews and documentation. The research data are presented as follows;

Quality of Private Higher Education Administration Services in Riau Province.

The quality of administrative services is vital in a university, because it is through the quality of service that will determine the level of satisfaction of its service users, because satisfaction is a condition for the realization of loyalty. According to the theory (Rahmah, 2016), which states that service quality is a focused evaluation that reflects customer perceptions of reliability, assurance, responsiveness, empathy, and tangibles. Satisfaction, on the other hand, is more inclusive: influenced by perceptions of service quality, product quality, and price, as well as situational and personal factors. The best service quality is provided by service providers, so that users of educational services feel satisfied with what the college has given them, because users of educational services will compare the suitability between the costs they spend and what they receive.

And furthermore, according to (Holis, 2016), states that quality is the level of conformity of the operational process and products with the standards that have been set. So the service of higher education is said to be of quality if there is conformity of the implementation of the service with the standards that have been set by the higher education. Therefore, it is necessary to know why the quality of administrative services has not been able to increase the loyalty of users of educational services at Islamic Colleges in Riau Province. To find out the causes of the quality of administrative services not being able to increase the loyalty of users of educational services at Islamic Colleges in Riau Province, the researcher has collected data that can be seen from the results of observations, interviews and documentation that the researcher obtained from the three private colleges in Riau Province.

Based on the observations that researchers found at STAI Al-kifayah Riau, the student service room at STAI Alkifayah has been provided, the room is named "Secretariat Room", its size is not that big, but inside it is quite dense, filled with furniture, because its size is not big, so the arrangement of tables and chairs in the room is arranged haphazardly, so it looks less organized, due to the limited size of the room. In the room there were also no brands of tables or positions occupied by educational staff, and there were no instructions for the flow of administrative services.

The room is intended for all educational staff in the administrative services section. The room also shows facilities used to serve students. In the observation, the researcher witnessed the

service atmosphere at STAI Alkifayah Riau. Students appeared to be served well and politely by the administrative service staff.



Figure 2. Administrative service activities of STAI Alkifayah Riau

The service schedule at STAI Alkifayah Riau is Monday to Saturday, from 09.00 WIB to 17.00 WIB. Break time from 12.00 WIB to 13.30 WIB. However, this schedule is not posted at the service location. The Head of STAI Alkifayah Riau explained that the service provided to students is the best service and students are always given convenience in dealing with them. The convenience given to students is an action that is manifested in the form of teamwork (leadership and staff) in its implementation. Where the instruction to provide convenience in dealing with them is one command, meaning that the instruction comes from the head of the Foundation. So between the head of the Foundation, the head of STAI to the administrative staff, they carry out one command, one instruction or it can be said that all are in one breath.

A similar statement was also made by Ibu Marro'aini, ME as the Head of Academic Sub-Division, in her interview she said that: the service provided to students is the best service that is done, and its implementation is in accordance with the instructions of the STAI chairman. Various conveniences are always given to students in dealing, even if one administrative staff is not present, but if there are students who want to deal, then the administrative staff of another section will replace the position concerned to serve the student. By being in one room, it makes it easier for administrative staff to communicate, coordinate and help each other in completing work. So that there is no work that feels heavy burdening one area, because of this cooperation.

Based on the results of observations and interviews conducted by researchers in the field, it can be seen that STAI Alkifayah Riau has made efforts to improve the quality of its services, but there are still students who are dissatisfied with the services provided by administrative service staff or education staff.

The Islamic College of Sultan Syarif Hasyim Siak Sri Indrapura Riau

Based on the observations that researchers found at STAI SUSA Siak, there is one room for student services. The room is quite spacious and clean, although the documents appear to be not neatly arranged. Researchers can also see how students are served by educational staff very well, but at that time researchers saw students consisting of several people, they were dealing while standing, because there were no chairs provided in front of the administrative staff desk or in the secretariat room which was provided specifically for student queues.



Figure 3. of administrative service activities in the STAI Susha Siak secretariat room.

The administrative staff who provide services to students are good, friendly and very helpful when needed by students. For example, when taking care of files or documents for scholarship requirements, such as active college letters and other documents, they can help make them quickly and be ready on time regarding the various letters needed. And the service schedule on campus has been clearly informed to students, so every student who wants to deal directly with the campus, the administrative staff is always on site, ready to serve, although sometimes there are still administrative staff not found during working hours, but that is not a big problem, because when the administrative staff is not there they can be easily contacted via cellphone to find out their whereabouts, and we will be able to meet them immediately.

Madinatun Najah Islamic College (STAI) Rengat

Based on the observations made by the researcher, the researcher found that the administrative service place was available, there was an administrative room strategically located in the lobby of the Campus building entrance. The service room is quite spacious, clean and equipped with waiting chairs. Between the service officers and students is separated by a glass partition. Inside the room consists of two administrative staff, namely the academic section and the administration and finance section. In this room all administrative service activities are focused. This administrative officer service room is equipped with various facilities such as: a commuter, printer and various other service facilities. Service staff were also seen serving students in a friendly manner, full of smiles, and the students' facial expressions also looked very friendly.



Figure 4. Administrative service activities at STAI Madinatun Najah Rengat

The service schedule at STAI Madinatun Najah Rengat is Monday to Saturday, from 13.30 WIB to 16.00 WIB. However, this schedule is not posted at the service location. The student administration service place has been provided in one room. The goal is to make it easier for students to deal with administration, so that students no longer need to look for officers here and there, but only in one place. And this can also make it easier for administrative staff to coordinate and help each other. The services provided by the educational staff of STAI Madinatun Najah Rengat to students are in accordance with their respective duties and functions. If there are problems that arise due to student negligence, for example late payment of education fees, of course every problem that arises related to services to students, if there are students who report that they are negligent in administrative order, the campus will still provide the best solution to the problems they face. Students will not be disadvantaged financially or in other ways, for example students are given fines or expelled from campus, then that will not happen, because the campus realizes that STAI Madinatun Najah Rengat really needs students for the sustainability of its institution. And besides that, the students will also be given education, so that in the future they can be more disciplined in administration. And on that occasion, students were also reminded that when dealing with or contacting the administration department, they should check the right time, namely during working hours."

Based on the findings of researchers in the three research locations above, it was found that there was student dissatisfaction with the administrative services of higher education institutions caused by unfriendly services and lack of responsiveness to student complaints, inaccurate data, and lack of adequate service facilities . With these findings, the quality of administrative services of higher education institutions has not been able to increase the loyalty of users of their educational services.

DISCUSSION

With the efforts to improve the quality of service at the Alkifayah Riau campus, it has an impact on the emergence of public trust in the Alkifayah campus, as evidenced by the high interest of the community to register themselves at the Alkifayah Riau campus. In fact, in the

Pekanbaru area, there are so many universities, ranging from well-known state universities to private universities that are quite old. Starting from Universities, Institutes and Colleges, but in reality, the community chooses STAI Alkifayah which is still very young or has just been established.

The number of Alkifayah students based on data obtained by researchers in 2023 is 1,956 students, while information in 2024 shows that the number of new students is 515 students. So it can be seen that the number of Alkifayah students is now more than two thousand students. Based on data obtained by researchers from the education staff, the number of students in 2023 is 1,956 people. Researchers obtained student data based on the recommendation status as follows;

Table 1. Researchers obtained student data based on the recommendation

| NO | INFORMATION | PERCENTAGE (%) |
|---------|------------------------------|----------------|
| 1 | RECOMMENDED ACTIVE STUDENTS | 40% |
| 2 | ALUMNI RECOMMENDED | 30% |
| 3 | ENTER WITHOUT RECOMMENDATION | 30% |
| TOTAL % | | 100% |



Figure 5. Student percentage recommendation data

Based on the recommendation data above, it is explained that the percentage of students who recommend is greater than other recommendations. So it can be concluded that the level of student recommendations at STAI Alkifayah is greater than other recommendations. Based on the student data above, it can be seen that many of the students at Alkifayah entered STAI Alkifayah based on recommendations from other students, namely 40%. Based on the data obtained by researchers from the education staff, that at STAI Alkifayah there is a reward of Rp. 300,000 per student, for anyone who recommends people to register at STAI Alkifayah Riau.

Based on data obtained by researchers from the education staff, the number of students in 2023 is 658 people. Researchers obtained student data based on the recommendation status as follows;

Table 2. Researchers obtained student data based on the recommendation

| NO | INFORMATION | PERCENTAGE (%) |
|---------|------------------------------|----------------|
| 1 | ACTIVE STUDENTS | 45% |
| 2 | ALUMNI RECOMMENDED | 0% |
| 3 | ENTER WITHOUT RECOMMENDATION | 55% |
| TOTAL % | | 100% |



Figure 6. Student percentage recommendation data

Based on the recommendation data above, it is explained that the percentage of students who recommend is smaller compared to other recommendations. So it can be concluded that the level of student recommendations is still low. According to the statement from the Head of Administration of STAI Susha Siak, of the total number of students; 40.6% were recommended by students, and 47.4% were without recommendations. Based on the data obtained by researchers from the education staff, at STAI Susha Siak there is a reward of Rp. 300,000 per student for anyone who recommends people to register at STAI Susha Siak.

Based on the information above, it can be seen that students at STAI Madinatun Najah Rengat have shown their loyalty to STAI Madinatun Najah Rengat. Based on data obtained by researchers from the education staff, the number of students in 2023 is 1,008 people. Researchers obtained student data based on the recommendation status as follows;

Table 3. Researchers obtained student data based on the recommendation

| NO | INFORMATION | PERCENTAGE (%) |
|----|-----------------------------|----------------|
| 1 | RECOMMENDED ACTIVE STUDENTS | 33% |
| 2 | ALUMNI RECOMMENDED | 21% |
| 3 | ENTER WITHOUT | 46% |

| | |
|----------------|------|
| RECOMMENDATION | |
| TOTAL % | 100% |

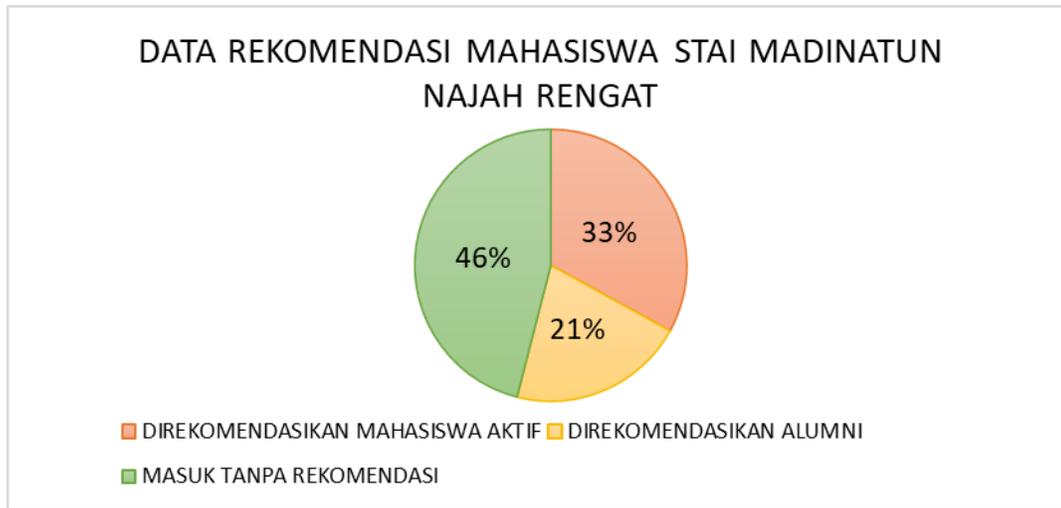


Figure 7. Student percentage recommendation data

Based on the recommendation data above, it is explained that the percentage of students who recommend is smaller compared to other recommendations. So, it can be concluded that the level of student recommendations is still low. The researcher obtained information from the education staff that at STAI Madinatun Najah Rengat there is a reward of Rp. 50,000 for anyone who recommends people to register at STAI Madinatun Najah Rengat. When confirmed to the students, the students stated that they would and had recommended STAI Madinatun Najah Rengat to others. Some students have invited others to study at STAI Susha Siak.

Based on the data above, it can be seen that students who recommend their college to others are categorized as low percentage. Based on the results of observations, interviews and documentation at the three colleges, the data above shows and states that, although most students show their loyalty by recommending and using college services continuously, the student's loyalty is pseudo loyalty. Pseudo loyalty is consumers who have high repeat purchasing behavior. This consumer repeat purchasing behavior occurs due to situational factors, such as limited funds, no other alternatives, having limited time and pressure.

Based on the study data conducted by the researcher, it was found that the reasons why students choose to study at their campus are as follows:

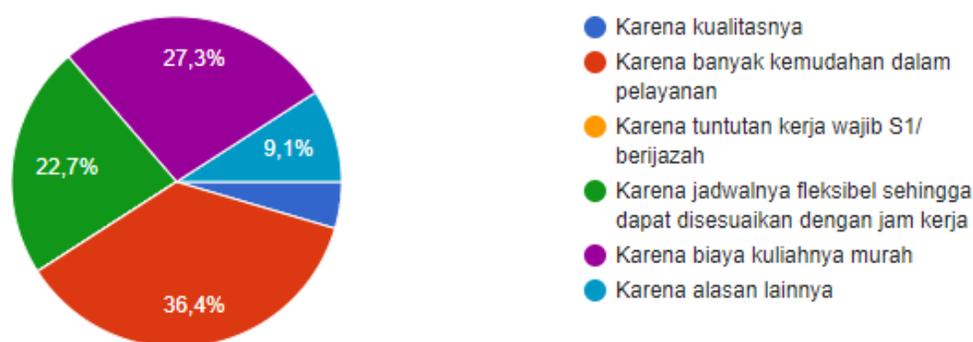


Figure 8. Study data on the phenomenon of students choosing to study at their campus

Students have pseudo loyalty, as evidenced by the results of the researcher's initial interviews with students. Students are satisfied with the services of the university where they study, because of the many conveniences that students get, both in terms of administrative services on campus and in terms of low education costs. Meanwhile, the goal that must be met by universities should be to have educational standards in improving the quality of education. Which is regulated in Law No. 14 of 2005 concerning teachers and lecturers and PP No. 19 of 2005 concerning National Education Standards (Fia Alifah Putri, Eka Setiawati, Indrawati, Miptah Parid, 2023) . The implementation of higher education must be able to produce output and outcomes to meet the demands of student satisfaction as users of educational services. In universities, student satisfaction can be influenced by the quality of its services.

Commitment according to (Adigüzel et al., 2020; Ibrahim & Aljneibi, 2022; Vesper & Gartner, 1997) is the level of individual loyalty to the organization which is marked by feeling proud to consider himself a member. Meanwhile, Moorhead and Griffin define commitment as a person's bond to the organization, which is marked by considering himself a true member, ignoring minimal dissatisfaction. So Ria Mardiana Yusuf and Darman Syarif concluded that commitment is an attitude of loyalty by remaining in the organization, and having no desire to leave the organization for any reason.

Repeat purchases or using services repeatedly according to Nikma Yucha is a behavior that solely concerns the purchase of a brand or use of a particular service that is the same repeatedly, it can be because it is the only brand or service available, a cheap brand or service and so on, where purchases are made more than once. According to Utari in Apriatiningrum Hidayati et al., every organization that wants to continue to exist must always maintain customer satisfaction. Satisfied customers will not only make repeat purchases, but are also able to bring in new customers through word of mouth, so organizations need to improve quality by improving good product quality.

CONCLUSION

Research involving young learners has become increasingly popular in the field of Teaching English to Young Learners (TEYL) due to the current trend of promoting language acquisition at an early age. This is evidenced by the growing number of young individuals enrolling in language programs. Typically, this field of research not only concentrates on methodologies specifically designed for examining adult populations but also tends to generalize the results to all other age groups. The significance of the present findings cannot be overstated, despite the relevance of standardizing exposure to foreign languages through formal education.

The authors declare that there is no conflict of interest in this work.

The author hereby declares that there is no conflict of interest that influenced the writing, analysis, or preparation of this work. All information and data presented in this work have been reviewed objectively, without pressure or influence from any interested party. Scientific honesty and academic integrity are the main principles upheld in the preparation of this work. In addition, the author has no financial, commercial, or personal relationships with individuals, organizations, or institutions that could potentially bias the results or interpretation of this work. The author also ensures that all funding sources, if any, have been stated transparently, without involving conditions that could affect academic freedom or research results.

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