



Digital Transformation in School Administration: Enhancing Correspondence and Archival Systems

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ABSTRACT

Keywords:

Administrative Services, Correspondence Management, Records Management

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This study aims to analyze the management of administrative services in correspondence and records management and the role of information technology in supporting administrative effectiveness using a descriptive qualitative approach, with data collected through interviews, observations, and documentation and analyzed using the Miles and Huberman model; the findings indicate that correspondence and records management have been implemented systematically through processes of document receipt, recording, numbering, disposition, distribution, storage, security, classification, maintenance, retrieval, and retention, supported by a digital service system that enhances effectiveness, efficiency, accuracy, and security, although challenges such as increasing document volumes, limited storage capacity, and incomplete digitization remain; therefore, the study implies that strengthening digital administrative systems and accelerating records digitization are essential for improving the quality, accessibility, sustainability, and efficiency of administrative services.

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INTRODUCTION

Education plays a crucial role in developing high-quality human resources and fostering sustainable national development. Through education, individuals acquire knowledge, skills, values, and social competencies that enable them to contribute productively to society (Baehaqi, 2024; Fadere et al., 2024). However, the success of educational institutions is not solely determined by academic processes but also by the effectiveness of administrative management that supports organizational operations. Effective administration facilitates coordination, communication, decision-making, and service delivery, thereby ensuring that educational objectives are achieved efficiently (Sari et al., 2023). Administrative systems serve as the backbone of educational organizations

because they regulate the flow of information and institutional resources. Evidence from various educational settings indicates that institutions with well-managed administrative systems tend to demonstrate higher organizational performance and service quality. Therefore, strengthening administrative management is an essential strategy for improving educational effectiveness and supporting the broader goal of enhancing the quality of human resources in contemporary society.

One of the major challenges faced by educational institutions today is the increasing complexity of administrative work resulting from organizational growth and technological advancement. School administration is responsible for managing student records, personnel data, facilities, correspondence, archives, and information services for stakeholders (Royani & Setiawati, 2023; Irma et al., 2023). As the volume of administrative information continues to increase, educational institutions often encounter difficulties in maintaining efficient document management systems. Problems such as delayed information delivery, inaccurate records, inefficient filing systems, and limited storage capacity can hinder administrative effectiveness and organizational productivity. Furthermore, the transition toward digital administration has not been fully implemented in many educational institutions, creating gaps between administrative demands and institutional capabilities (Afifah et al., 2025; Agus et al., 2025). These challenges highlight the necessity of examining administrative management practices, particularly correspondence and records management, as fundamental components supporting effective educational governance and service delivery.

Correspondence and records management constitute critical elements of educational administration because they ensure the availability, accessibility, and security of institutional information. According to the Regulation of the Minister of National Education Number 24 of 2008 concerning Standards for School Administrative Personnel, correspondence and archival management are essential responsibilities of administrative staff in educational institutions. Preliminary observations indicate that administrative offices generally maintain procedures for recording incoming and outgoing correspondence, organizing archives, and storing official documents. Nevertheless, practical challenges remain evident, including delays in document processing during periods of high correspondence volume, difficulties in retrieving archived records, inadequate storage facilities, and incomplete implementation of digital systems. These conditions demonstrate that despite existing administrative mechanisms, further improvements are necessary to ensure efficient, accurate, and sustainable administrative services capable of supporting institutional effectiveness in an increasingly information-driven environment (Elvionita & Armiati, 2025).

Previous studies have emphasized the importance of school administration in enhancing organizational effectiveness and service quality. Research conducted by Annur et al. (2021) revealed that administrative personnel significantly contribute to improving school administrative services through effective document and archive management. Similarly, Amiroh et al. (2025) found that well-organized administrative procedures support more systematic and efficient service delivery within educational institutions. Other studies have also demonstrated that effective archival management facilitates document retrieval, supports decision-making processes, and improves the quality of administrative services (Khaudli & Muna, 2022). These findings collectively suggest that correspondence and records management are strategic functions that influence organizational efficiency. However, most previous studies primarily focus on general administrative services and institutional management, providing limited discussion regarding the specific managerial processes involved in correspondence and archival administration within educational organizations.

Although previous research has contributed significantly to understanding educational administration, several limitations remain evident. Existing studies generally examine administrative effectiveness from a broad organizational perspective without exploring the operational management of correspondence and records in detail. Furthermore, research concerning administrative management in Islamic educational institutions remains relatively limited compared with studies conducted in general schools. Consequently, important aspects such as correspondence workflows, document classification systems, archive maintenance procedures, retrieval mechanisms, and digital integration have not been comprehensively analyzed. This limitation creates a research gap because correspondence and records management directly influence information accessibility, institutional accountability, and administrative performance. Addressing this gap is important because educational institutions increasingly require efficient information management systems capable of responding to organizational demands and supporting evidence-based decision-making in the era of digital transformation.

The novelty of this study lies in its focus on the managerial dimensions of correspondence and archival administration within an Islamic educational institution while integrating conventional administrative procedures with emerging digital service systems. Unlike previous studies that emphasize administrative services in general, this research specifically investigates the processes of receiving, recording, numbering, distributing, storing, maintaining, securing, and retrieving documents as interconnected managerial activities. In addition, this study examines how digital technology contributes to improving

administrative effectiveness, efficiency, accuracy, and information security. By analyzing these dimensions comprehensively, the study provides a more detailed understanding of administrative management practices and offers insights into how educational institutions can strengthen administrative governance through technology-based innovations. Therefore, this research contributes both theoretically and practically to the development of educational administration and records management literature.

Based on the issues, problems, empirical conditions, and research gaps identified above, this study seeks to describe and analyze the management of administrative services in correspondence and records administration within an educational institution. The study focuses on correspondence management procedures, document recording and numbering systems, archival classification, storage mechanisms, maintenance practices, and retrieval processes. It is argued that effective correspondence and records management supported by digital technology can improve administrative efficiency, enhance information accessibility, strengthen document security, and support organizational effectiveness. Consequently, this research contributes to the development of administrative management models that can assist educational institutions in optimizing administrative services while responding to contemporary challenges associated with information management and digital transformation. The findings are expected to provide valuable recommendations for policymakers, educational administrators, and practitioners seeking to improve the quality and sustainability of administrative services in educational organizations.

RESEARCH METHODS

This study employed a qualitative research approach using a case study design to obtain an in-depth understanding of the management of administrative services in correspondence and records administration. The case study design was selected because it enables researchers to explore administrative practices, processes, and experiences within their real-life context and to generate a comprehensive understanding of the phenomenon under investigation. The research was conducted at MA Negeri 1 Bandar Lampung, which was purposively selected because it has implemented administrative procedures for correspondence and records management and has begun integrating digital-based administrative services. This context provided a relevant setting for examining the implementation of administrative management in educational institutions.

Data were collected from both primary and secondary sources. Primary data were obtained through semi-structured interviews and non-participant observations involving the head of administration, administrative staff, teachers,

and students who were selected using purposive sampling based on their involvement in administrative service processes (Safarudin et al., 2023). Secondary data were derived from institutional documents, including incoming and outgoing mail registers, expedition books, administrative reports, and archival records. The data collection process utilized interview guidelines, observation sheets, and supporting documentation as research instruments to ensure the completeness and credibility of the collected information (Adil et al., 2023).

Data analysis followed the interactive model developed by Miles and Huberman, consisting of data condensation, data display, and conclusion drawing or verification. Data condensation was conducted by selecting, focusing, simplifying, and organizing relevant information obtained from interviews, observations, and documents. The condensed data were subsequently presented in narrative descriptions and thematic categories to facilitate interpretation. Finally, conclusions were drawn and continuously verified throughout the research process to ensure consistency between findings and empirical evidence. To enhance trustworthiness, the study employed source triangulation and technique triangulation by comparing information obtained from different informants and data collection methods, thereby ensuring the accuracy and validity of the research findings (Fiantika et al., 2022).

RESULTS AND DISCUSSION

Results

Management of Correspondence Administrative Services

The findings indicate that correspondence administration at MA Negeri 1 Bandar Lampung has been implemented systematically through the utilization of the One-Stop Integrated Service (PTSP) system. The system is used to manage the entire correspondence process, including receipt, recording, disposition, distribution, storage, and monitoring of documents. All incoming and outgoing letters are processed through a centralized administrative mechanism that allows administrative personnel to track document movement and maintain administrative order.

The Head of Administration explained:

“Every incoming letter received by the PTSP officer or administrative staff is first entered into the PTSP application, including information such as the letter number, date, originating institution, subject matter, and attachments. After the recording process is completed, the letter is forwarded to the Principal for disposition before being distributed to the relevant parties.”

Observation results showed that incoming and outgoing correspondence had been recorded within the PTSP system. Administrative personnel utilized the system to document, monitor, and retrieve correspondence data when

needed. The administrative workflow demonstrated that every incoming document followed a structured procedure before being processed by the relevant unit.

The study also found that the school principal played an active role in supervising correspondence administration. Every incoming letter was required to pass through the disposition process before further action could be taken. Administrative staff coordinated with school leaders to ensure that correspondence was distributed according to institutional procedures.

Regarding correspondence recording and numbering, all incoming and outgoing letters were digitally recorded through the PTSP application. The recorded information included letter number, date, sender or recipient, and subject matter. Document numbering followed an established administrative sequence to ensure consistency and avoid duplication.

An administrative staff member stated:

“Letter information such as the letter number, date, sender, recipient, and subject is entered into the PTSP application. For outgoing correspondence, the letter number is assigned according to the established administrative sequence to prevent duplication.”

The findings further revealed that the school had implemented standardized correspondence formats in accordance with applicable administrative regulations. Official letters contained standardized components, including letterhead, document number, subject line, attachments, content, and authorized signatures.

The Vice Principal for Public Relations explained:

“The correspondence format used by the school follows official administrative standards, ensuring that all outgoing letters are uniform, organized, and professional.”

In addition to conventional correspondence procedures, document distribution was supported through digital communication media such as email and WhatsApp. Administrative personnel utilized these platforms to facilitate faster dissemination of information to relevant stakeholders.

Regarding document storage, the school implemented a dual-storage system consisting of physical and digital archives. Original documents were maintained in physical files, while correspondence data were stored electronically through the PTSP system.

The Head of Administration stated:

“Original documents are stored in archive folders according to their classification, while correspondence data are stored in the PTSP application. When a document is needed, staff can first locate the information through the system before retrieving the physical file.”

Observation results indicated that physical archives were systematically arranged in storage cabinets according to document classifications, while digital records could be accessed through the PTSP application. The integration of physical and digital storage enabled administrative personnel to locate documents efficiently.

The study also found that access to correspondence archives was restricted according to administrative authority. Important documents were stored separately and could only be accessed by authorized personnel.

The Head of Administration explained:

“Access to archives is granted only to personnel who have administrative responsibilities. Important documents are stored separately and can only be accessed by authorized individuals.”

Despite the overall effectiveness of correspondence administration, several challenges were identified. These included fluctuations in correspondence volume during specific periods, annual growth in physical archives, and incomplete digitization of older documents.

The Head of Administration stated:

“One of the challenges we face is managing the increasing number of physical archives each year, while some older documents have not yet been fully digitized.”

These findings indicate that correspondence administration has been supported by a structured administrative system while continuing to face challenges associated with document growth and digital transformation.

Management of Archival Administrative Services

The findings revealed that archival administration at MA Negeri 1 Bandar Lampung was carried out systematically through archive classification, storage, maintenance, security, retrieval, and preservation activities. Archival management was intended to ensure the availability of information required to support administrative operations.

Archives were classified according to document type, administrative function, and year of storage. This classification system facilitated both document storage and retrieval processes.

The Head of Administration explained:

“Archives are classified according to their type and function, including incoming correspondence, outgoing correspondence, personnel records, student records, financial documents, facilities and infrastructure records, and academic documents.”

Observation results showed that archive categories were clearly labeled according to document type. Documents were organized systematically to support administrative activities and facilitate retrieval when required.

The study further found that the school implemented a dual-storage archival system consisting of physical and digital archives. Physical records were stored in folders, binders, and archive cabinets according to specific categories, while digital archives were maintained through the PTSP system.

An administrative staff member stated:

“Documents that have completed the administrative process are placed in folders according to their category and arranged based on document numbers and years to facilitate retrieval.”

Observation results indicated that physical archives were organized according to predetermined classifications, while digital records could be accessed through authorized administrative accounts. This arrangement supported document preservation and accessibility.

Regarding archive maintenance, the school conducted regular organization of records, maintained the cleanliness of storage facilities, and gradually digitized important documents. These activities were intended to preserve information and minimize the risk of document deterioration.

The Head of Administration explained:

“Several important documents have been converted into digital format through scanning as a preventive measure against the loss or deterioration of physical records.”

The findings also demonstrated that the archival system facilitated efficient document retrieval. Administrative personnel could locate archives through the PTSP system or through the classification system used for physical records.

The Head of Administration stated:

“Archive retrieval is conducted by searching for documents based on letter number, document date, activity name, or archive category.”

Observation results showed that administrative personnel were generally able to locate required documents within a relatively short period because records had been systematically organized according to established classifications.

In terms of archive security, access to both physical and digital records was restricted according to administrative authority. Sensitive documents were stored separately and could only be accessed by designated personnel.

The Head of Administration explained:

“Confidential and important documents are stored separately and may only be accessed by authorized individuals such as the Principal, the Head of Administration, and designated staff members.”

Although archival management had generally been implemented effectively, several challenges remained. These included the increasing volume of archives, limited storage space, and the incomplete digitization of older records.

An administrative staff member explained:

“The increasing number of archives each year presents a challenge because it requires additional storage space and more systematic management.”

Overall, the findings indicate that archival administration has been implemented through systematic classification, storage, maintenance, retrieval, and security procedures supported by both physical and digital record management systems. However, continuous efforts are still required to address archive growth, storage limitations, and the digitization of historical records.

Discussion

The findings demonstrate that correspondence administration management has been implemented through systematic procedures covering the receipt, recording, numbering, disposition, distribution, storage, and security of official documents. The integration of digital technologies through the One-Stop Integrated Service (PTSP) system has enabled more structured and efficient document handling processes. These findings are consistent with studies emphasizing that effective correspondence management requires standardized procedures, accountability mechanisms, and technology-supported workflows to ensure administrative efficiency and service quality (Hakim et al., 2025; Dewi et al., 2023). The use of standardized document formats and digital communication channels also supports organizational responsiveness and information accessibility. However, the persistence of hybrid systems combining digital and physical records indicates that administrative transformation remains an ongoing process rather than a fully completed digital transition.

The results further reveal that archival administration management is conducted through systematic classification, storage, maintenance, retrieval, and security procedures. Archives are categorized according to their functions and retention values, facilitating faster retrieval and improving administrative effectiveness. These findings align with previous studies that highlight archival classification and retrieval systems as essential components of organizational information management (Fajriah, 2023; Husni et al., 2026). The availability of both physical and digital archive repositories also strengthens institutional memory and reduces the risk of document loss. Nevertheless, the increasing volume of records and limitations in storage capacity remain significant challenges, confirming observations by Habibah and Setiawan (2025) that archival growth often exceeds the capacity of existing management systems when digitalization is not fully implemented.

An important finding of this study is the integration between correspondence services and archival management as a continuous administrative cycle. Previous studies have generally examined correspondence

administration and archival administration as separate organizational functions (Nasution & Natas, 2024; Suropto et al., 2025). In contrast, the present findings indicate that both functions are closely interconnected because every incoming and outgoing document ultimately becomes part of the institutional archive system. This integrated perspective expands the understanding of administrative management by demonstrating that the effectiveness of correspondence services cannot be separated from the quality of archival management. Consequently, administrative efficiency is achieved not only through rapid document processing but also through the ability to preserve, retrieve, and secure organizational information over time.

From a theoretical perspective, the findings support administrative management theories that emphasize planning, organizing, implementing, and controlling as fundamental managerial functions in public service administration. The systematic procedures observed in correspondence and archival services reflect the application of management principles in maintaining organizational effectiveness and information governance. Moreover, the findings reinforce the concept of digital administration, which argues that technology integration enhances organizational performance through improved coordination, transparency, and information accessibility (Oktarina et al., 2023; Setyawan et al., 2025). At the same time, the study suggests that digital transformation should be understood as a socio-technical process involving not only technological adoption but also organizational readiness, procedural adaptation, and human resource capacity.

Practically, the findings imply that educational institutions and public organizations should strengthen digital administrative infrastructures while maintaining adequate controls for document security and authenticity. The continued reliance on physical archives indicates the need for comprehensive digitization programs, standardized electronic records management policies, and capacity-building initiatives for administrative personnel. These recommendations are supported by previous studies highlighting the importance of digital archive systems, integrated information management, and staff competencies in improving service quality and organizational effectiveness (Marhaba et al., 2024; Prasetya & Ilhami, 2025). Furthermore, strengthening archive security mechanisms and expanding digital storage capacity can help organizations address the growing complexity of administrative documentation.

The novelty of this study lies in its comprehensive examination of correspondence and archival administration management within a unified administrative framework supported by digital service systems. While earlier studies have predominantly focused on either correspondence management or archival management independently, this research demonstrates how both administrative functions operate as interconnected processes that collectively

support organizational governance and service delivery. The study contributes to the literature by providing empirical evidence that administrative effectiveness is influenced not only by efficient document processing but also by sustainable archive management practices. Therefore, the findings offer a broader perspective on administrative management in educational institutions and contribute to the development of integrated digital administration models that can guide future policy and organizational improvement initiatives (Puspita, 2024).

CONCLUSION

This study demonstrates that the effective management of correspondence and archival administrative services can be achieved through the integration of digital service systems and standardized administrative procedures. The key lesson learned is that the implementation of a One-Stop Integrated Service (PTSP) system not only improves administrative efficiency, information accessibility, and document security but also strengthens administrative accountability and organizational governance. Academically, this study contributes to the literature by providing an integrated perspective on correspondence and archival management, highlighting their interdependent roles within a unified administrative framework supported by digital technology. The findings extend existing knowledge by showing that administrative effectiveness depends on both efficient document processing and sustainable records management practices. However, this study is limited to a single educational institution and relies on a qualitative case-study approach, which may restrict the generalizability of the findings to other organizational contexts. Therefore, future research is encouraged to examine similar administrative systems across different educational institutions or public organizations, employ comparative and mixed-method approaches, and explore the long-term impact of digital administrative transformation on organizational performance and service quality.

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