

## OPTIMIZING OFFICE MANAGEMENT IN ISLAMIC EDUCATIONAL INSTITUTIONS IN THE MODERN ERA

**M. Yusuf, Mohamad Mustafid Hamdi<sup>1</sup>**

Sekolah Tinggi Agama Islam Darussalam Nganjuk

Email: [zusuv.hamidi@gmail.com](mailto:zusuv.hamidi@gmail.com), [hamdimustafid719@gmail.com](mailto:hamdimustafid719@gmail.com)

### ABSTRACT

This article discusses the optimization of office management in Islamic educational institutions in the modern era. Office management plays a strategic role in supporting the effectiveness of educational administration, organizational services, and institutional governance. However, many Islamic educational institutions still face challenges in managing administrative systems professionally, efficiently, and in line with contemporary demands. This study aims to analyze the concept of office management and explore strategies for optimizing its implementation within Islamic educational institutions. The research employs a qualitative approach through library research by reviewing relevant literature, including books, scientific articles, and academic studies related to office management, educational management, and Islamic organizational values. The findings indicate that optimized office management—covering planning, organizing, implementation, and supervision—can significantly enhance institutional effectiveness when integrated with Islamic values such as professionalism, accountability, discipline, and trustworthiness (*amanah*). In the context of the modern era, the integration of systematic management principles and value-based practices is essential for strengthening administrative performance and improving the quality of services in Islamic educational institutions.

**Keywords:** *Office management, Islamic educational institutions, management optimization, modern era, Islamic values*

### ABSTRAK

Artikel ini membahas optimalisasi manajemen perkantoran dalam lembaga pendidikan Islam di era modern. Manajemen perkantoran memiliki peran strategis dalam mendukung efektivitas administrasi pendidikan, pelayanan organisasi, dan tata kelola kelembagaan. Namun, dalam praktiknya, masih banyak lembaga pendidikan Islam yang menghadapi kendala dalam pengelolaan administrasi yang profesional, efisien, dan adaptif terhadap perkembangan zaman. Tujuan penulisan artikel ini adalah untuk menganalisis konsep manajemen perkantoran serta mengkaji upaya optimalisasi penerapannya dalam konteks lembaga pendidikan Islam. Penelitian ini menggunakan pendekatan kualitatif melalui library research dengan menelaah berbagai sumber pustaka berupa buku, artikel ilmiah, dan hasil penelitian yang relevan dengan manajemen perkantoran, manajemen pendidikan, serta nilai-nilai Islam. Hasil kajian menunjukkan bahwa optimalisasi manajemen perkantoran yang meliputi fungsi perencanaan, pengorganisasian, pelaksanaan, dan pengawasan dapat meningkatkan efektivitas lembaga pendidikan Islam apabila diintegrasikan dengan nilai-nilai Islam seperti profesionalisme, akuntabilitas, kedisiplinan, dan amanah. Pada era modern, integrasi antara prinsip manajemen yang sistematis dan nilai-nilai keislaman menjadi kebutuhan penting dalam memperkuat kinerja administrasi dan mutu layanan pendidikan.

**Keywords:** *Manajemen perkantoran, lembaga pendidikan Islam, optimalisasi manajemen, era modern, nilai-nilai Islam*

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<sup>1</sup> Sekolah Tinggi Agama Islam Darussalam Nganjuk

## Introduction

Islamic educational institutions play a significant role in shaping intellectual, moral, and spiritual development within society.<sup>2</sup> As formal and non-formal educational organizations, these institutions are not only responsible for delivering knowledge and religious values but also for managing their internal systems effectively. One of the crucial yet often underestimated components of institutional management is office management.<sup>3</sup> In the context of Islamic educational institutions, office management functions as the backbone of administrative activities, supporting academic services, organizational communication, and institutional governance. Without well-managed administrative systems, educational objectives may be difficult to achieve optimally.

In recent years, Islamic educational institutions have faced increasing challenges due to rapid social, technological, and organizational changes. The modern era is characterized by demands for efficiency, transparency, accountability, and professionalism in institutional management.<sup>4</sup> Educational institutions are required to adapt to digital administration systems, improve service quality, and ensure effective coordination among organizational units. However, many Islamic educational institutions still experience administrative inefficiencies, such as unstructured documentation, weak coordination, limited use of information technology, and a lack of standardized office procedures.<sup>5</sup> These challenges indicate the need for a more systematic and optimized approach to office management.

Office management refers to the process of planning, organizing, implementing, and supervising office activities to ensure the smooth operation of administrative functions.<sup>6</sup> It includes document management, correspondence, data processing, information flow, and service delivery within an organization. In educational institutions, effective office management contributes directly to institutional effectiveness by supporting decision-making processes, enhancing service quality, and ensuring organizational sustainability.<sup>7</sup> In Islamic educational institutions, office management should not only focus on technical efficiency but also align with Islamic values such as amanah (trustworthiness), discipline, responsibility, and professionalism.<sup>8</sup>

Several studies in educational management emphasize that administrative effectiveness is a key factor in improving institutional performance. Modern management theories highlight

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<sup>2</sup>Muhammad Waqas Jamil, "Exploring Moral Development in Islamic Education: A Case Study," *Jahan-e-Tahqeeq* 7, no. 2 (2024): 737–49.

<sup>3</sup>Misheck Musaigwa, "The Role of Leadership in Managing Change," *International Review of Management and Marketing* 13, no. 6 (2023): 1.

<sup>4</sup>P S Aithal and Adithya Kumar Maiya, "Development Of A New Conceptual Model For Improvement Of The Quality Services Of Higher Education Institutions In Academic, Administrative, And Research Areas," *International Journal of Management, Technology, and Social Sciences (IJMTS)* 8, no. 4 (2023): 260–308.

<sup>5</sup>Zaidatul Arifah et al., "Analysis Of The Archive Management Problems In Islamic Boarding Schools In Supporting The Administration Of Islamic Education Institutions," *At Turots: Jurnal Pendidikan Islam*, 2025, 241–52.

<sup>6</sup>Prasanta K Ghosh, *Office Management: Principles & Practice* (Sultan Chand & Sons, 2025).

<sup>7</sup>Richard Andre Sunarjo et al., "Management Of Educational Institutions Through Information Systems For Enhanced Efficiency And Decision-Making," *International Transactions on Education Technology (ITEE)* 3, no. 1 (2024): 47–61.

<sup>8</sup>Efrita Norman et al., "Implementing Sharia-Based Total Quality Management in Islamic Educational Institutions Impact on Organizational Performance," *Eduprof: Islamic Education Journal* 6, no. 2 (2025): 116–34.

the importance of systematic planning, clear organizational structures, and continuous supervision to achieve organizational goals.<sup>9</sup> In the context of education, administrative management supports teaching and learning processes by ensuring that resources, information, and services are available and well-coordinated. Previous literature on Islamic educational management also suggests that institutional success depends on the integration of managerial competence and moral values.<sup>10</sup> However, specific discussions on office management as a strategic component of Islamic educational institutions remain relatively limited.

The integration of office management principles with Islamic values becomes increasingly important in the modern era. Islamic educational institutions are expected to maintain their religious identity while adapting to contemporary management practices.<sup>11</sup> This dual responsibility requires administrators to balance efficiency and effectiveness with ethical considerations. Office management optimization, therefore, should be understood not merely as a technical improvement but as a value-based managerial effort that strengthens institutional integrity and public trust. When office management is conducted professionally and ethically, it can enhance institutional credibility and improve stakeholder satisfaction, including students, parents, and the wider community.

In addition, the advancement of information and communication technology has transformed office management practices. Digital administration systems, electronic documentation, and online communication platforms have become integral parts of modern organizational management. Islamic educational institutions are challenged to adopt these technologies while ensuring that their implementation aligns with institutional values and capacities. The inability to adapt to technological changes may result in administrative inefficiencies and reduced competitiveness.<sup>12</sup> Therefore, optimizing office management in the modern era requires not only technological adaptation but also organizational readiness and value-based leadership.

This article aims to analyze the concept of office management and explore strategies for optimizing its implementation in Islamic educational institutions in the modern era. Specifically, it seeks to examine the role of office management in supporting institutional effectiveness, identify key principles of office management optimization, and analyze the integration of Islamic values within modern administrative practices. By addressing these aspects, the article contributes to the discourse on Islamic educational management from an administrative and organizational perspective.

The method used in this study is qualitative library research. Relevant literature, including books, journal articles, and academic publications related to office management,

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<sup>9</sup>Aspizain Caniago, "Analysis of Organizational Structure and Integrated Coordination on Organizational Growth," *Asian Journal of Management, Entrepreneurship and Social Science* 4, no. 03 (2024): 1387–1400.

<sup>10</sup>Isfiana Oktaria Nasihatul Umami and Muhammad Yasin, "Integrating Islamic Ethical Values into Human Resource Development: Enhancing Educational Quality in Indonesian Islamic Schools," *Dirosatuna: Journal of Islamic Studies* 7, no. 2 (2024): 99–110.

<sup>11</sup>Mochamad Arif Faizin, "Islamic Boarding Education Management Reform: Transformation Strategies to Improve Competitiveness and Relevance," *Al-Ishlah: Jurnal Pendidikan* 16, no. 2 (2024): 2497–2506.

<sup>12</sup>Faluk Shair et al., "Assessing The Efficiency And Total Factor Productivity Growth Of The Banking Industry: Do Environmental Concerns Matters?," *Environmental Science and Pollution Research* 28, no. 16 (2021): 20822–38.

educational management, and Islamic organizational values, is systematically reviewed and analyzed. This approach allows for a comprehensive understanding of theoretical concepts and contemporary discussions without relying on empirical field data. The library research method is particularly suitable for conceptual analysis, as it enables the synthesis of various perspectives and theoretical frameworks relevant to the topic.

The structure of this article is organized as follows. After the introduction, the next section discusses the theoretical foundations of office management and its functions within educational organizations. The subsequent section elaborates on the characteristics of Islamic educational institutions and the role of Islamic values in organizational management. The discussion section analyzes strategies for optimizing office management in the modern era, emphasizing the integration of managerial principles and Islamic values. Finally, the conclusion summarizes the main findings and offers theoretical reflections and practical recommendations for improving office management in Islamic educational institutions.

## **Method**

This study employs a qualitative research design with a library research approach. The research is designed as a conceptual study that aims to analyze and synthesize theoretical perspectives related to office management in Islamic educational institutions. Rather than focusing on empirical field data, this research emphasizes the exploration of concepts, principles, and models of office management through a systematic review of relevant academic literature. The research target is the body of scholarly works discussing office management, educational management, and Islamic organizational values within the context of educational institutions.

The data sources of this study consist of primary and secondary literature, including books, peer-reviewed journal articles, research reports, and academic publications related to office management and Islamic education. Data collection is conducted through documentation techniques by identifying, selecting, and categorizing relevant sources based on their relevance to the research focus. In this library-based qualitative research, the researcher plays an active role in interpreting and organizing the data. No direct informants or research locations are involved, as the data are derived entirely from written sources. The selection of literature is based on its credibility, academic relevance, and contribution to the discussion of office management optimization.

Data analysis is carried out using descriptive and analytical techniques. The collected literature is examined to identify key concepts, recurring themes, and theoretical patterns related to office management practices and Islamic values. These themes are then interpreted and synthesized to construct a coherent conceptual framework. To ensure the validity of the findings, data triangulation is applied by comparing ideas and arguments across multiple sources. This analytical process allows the study to present a comprehensive and credible discussion on strategies for optimizing office management in Islamic educational institutions in the modern era.

## **Result**

### **1. Conceptual Findings on Office Management in Educational Institutions**

Office management is widely recognized in educational institutions as a fundamental component that supports administrative effectiveness and organizational sustainability.<sup>13</sup> The literature indicates that office management functions as an operational system that coordinates administrative activities, including documentation, correspondence, information processing, and service delivery. In educational organizations, effective office management ensures that institutional activities run systematically and in an organized manner, thereby supporting the achievement of educational goals.

Conceptually, office management in educational institutions is closely associated with the application of management functions, namely planning, organizing, implementation, and supervision. Planning involves determining administrative objectives and procedures, organizing focuses on structuring tasks and responsibilities, implementation refers to the execution of administrative activities, and supervision ensures that office operations align with institutional standards.<sup>14</sup> These functions form an integrated management cycle that contributes to administrative efficiency and institutional order.

The findings from the reviewed literature emphasize that office management is not merely a technical or clerical activity but a strategic managerial function. Well-organized office systems provide accurate and timely information, which is essential for decision-making processes in educational institutions. Administrators rely heavily on administrative data and documentation to formulate policies, evaluate programs, and respond to internal and external demands.<sup>15</sup>

In the context of educational institutions, office management also plays a significant role in improving service quality. Administrative services such as student registration, academic records management, and institutional communication directly affect stakeholder satisfaction.<sup>16</sup> Effective office management contributes to transparency, responsiveness, and consistency in service delivery, which are increasingly demanded in modern educational environments.

Another important conceptual finding highlights the relationship between office management and institutional effectiveness. The literature suggests that educational institutions with structured administrative systems tend to demonstrate higher levels of organizational performance. Orderly documentation, clear administrative procedures, and efficient information flow enable institutions to operate more effectively and adapt to organizational changes.

Furthermore, office management is closely linked to human resource management within educational institutions. Administrative staff competence, work discipline, and professional ethics significantly influence the effectiveness of office management

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<sup>13</sup>Diptesh Kumar and Hitesh Limbachiya, "Role of Administrative Department in Education with Reference to Schools and Universities," *Revista Review Index Journal of Multidisciplinary* 3, no. 3 (2023): 18–22.

<sup>14</sup>Koppel Tavo and Romann Rasmus, "The Role of Planning in Management: Strategies to Achieve Organizational Success," *Sharia Oikonomia Law Journal* 2, no. 2 (2024): 106–15.

<sup>15</sup>David H Rosenbloom, Robert S Kravchuk, and Richard M Clerkin, *Public Administration: Understanding Management, Politics, and Law in the Public Sector* (Routledge, 2022).

<sup>16</sup>Zuhair A Al-Hemyari and Waleed Al Rajhi, "Analyzing And Strengthening The Efficiency Of Institutional Management Processes Through Surveying The Opinions Of The Stakeholders," *Webology (ISSN: 1735-188X)* 19, no. 2 (2022).

practices.<sup>17</sup> The literature underscores the importance of continuous capacity building and professional development for administrative personnel to ensure that office management functions optimally.

Finally, the reviewed studies indicate that office management in educational institutions must be adaptive to contextual changes, particularly in the modern era. The integration of information technology, digital documentation, and electronic communication systems has reshaped traditional office management practices. These conceptual findings suggest that effective office management requires a combination of systematic management principles, technological adaptation, and organizational commitment to administrative excellence.

## 2. The Role of Office Management in Institutional Effectiveness

Office management plays a central role in enhancing institutional effectiveness within educational organizations. The literature consistently indicates that effective office management provides a structured administrative foundation that enables educational institutions to operate efficiently and systematically. Through well-organized administrative processes, institutions are able to coordinate academic and non-academic activities, manage institutional resources, and ensure the continuity of organizational functions.<sup>18</sup> In this sense, office management acts as an enabling mechanism that supports the overall effectiveness of institutional operations.

One of the primary contributions of office management to institutional effectiveness lies in its support for informed decision-making. Accurate documentation, systematic record-keeping, and efficient information management allow institutional leaders to access reliable data when formulating policies and evaluating programs. The availability of organized administrative information reduces uncertainty, minimizes operational errors, and facilitates timely responses to organizational challenges.<sup>19</sup> Consequently, effective office management strengthens managerial control and enhances the quality of institutional decisions.

Office management also significantly influences the quality of services provided by educational institutions. Administrative services such as student admissions, academic administration, financial management, and institutional correspondence are directly experienced by stakeholders, including students, parents, and external partners.<sup>20</sup> The literature suggests that efficient office management contributes to service transparency, consistency, and responsiveness. When administrative services are delivered professionally

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<sup>17</sup>Hamsinah Hamsinah, Sani Irawan, and Wahyudi Wahyudi, "Performance Of Land Office Employees In South Tangerang City: The Role Of Work Motivation, Work Discipline And Competence In Work Effectiveness," *Kontigensi: Jurnal Ilmiah Manajemen* 13, no. 1 (2025): 356–78.

<sup>18</sup>Naufal Ahmad Rijalul Alam and Asmaji Muchtar, "Implementation of Organizational Management in Pesantren Educational Activities: A Case Study at Pesantren Bina Insani, Yogyakarta," *Al-Afkar, Journal For Islamic Studies* 8, no. 2 (2025): 1972–91.

<sup>19</sup>Joseph Ozigi Basiru et al., "Optimizing Administrative Operations: A Conceptual Framework for Strategic Resource Management in Corporate Settings," *International Journal of Multidisciplinary Research and Growth Evaluation* 4, no. 1 (2023): 760–73.

<sup>20</sup>Jen Day Shaw and Karla Carney-Hall, "Collaborating With External Partners for Student Success at Small Institutions," *New Directions for Student Services* 2024, no. 188 (2024): 125–35.

and systematically, stakeholder satisfaction increases, which in turn enhances the institution's credibility and public trust.

Furthermore, institutional effectiveness is closely related to internal coordination and communication, both of which are strongly supported by office management practices. Clear administrative procedures, structured communication channels, and effective documentation systems facilitate coordination among organizational units.<sup>21</sup> This coordination minimizes overlaps, reduces misunderstandings, and promotes collaborative work across departments. As a result, educational institutions with strong office management systems tend to demonstrate better organizational cohesion and operational efficiency.

Office management contributes to institutional effectiveness by supporting accountability and organizational sustainability. Effective administrative systems ensure that institutional activities are properly documented, monitored, and evaluated.<sup>22</sup> This accountability is essential for maintaining compliance with regulatory standards and for demonstrating institutional responsibility to stakeholders. The literature highlights that institutions with accountable and transparent administrative practices are better positioned to adapt to organizational changes and sustain long-term effectiveness. In the context of educational institutions, office management therefore functions as a strategic component that underpins institutional performance and continuous improvement.

### 3. Principles of Office Management Optimization in Islamic Educational Institutions

The optimization of office management in Islamic educational institutions is grounded in a set of managerial principles that aim to enhance administrative effectiveness while preserving institutional values.<sup>23</sup> The literature suggests that optimization should be understood as a continuous improvement process rather than a one-time organizational reform. In Islamic educational institutions, office management optimization is expected to support educational goals, improve service quality, and strengthen institutional governance.<sup>24</sup> Therefore, optimization efforts must address both managerial efficiency and value-based organizational practices.

One of the fundamental principles of office management optimization is systematic planning. Effective planning involves clearly defining administrative objectives, identifying institutional needs, and formulating standardized procedures for office activities.<sup>25</sup> In Islamic educational institutions, planning should be aligned with the institution's vision and mission, ensuring that administrative systems support educational

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<sup>21</sup>Nadya Malenko, "Information Flows, Organizational Structure, and Corporate Governance," in *Handbook of Corporate Finance* (Edward Elgar Publishing, 2024), 511–46.

<sup>22</sup>Maxim Sergeevich Logachev et al., "Information System for Monitoring and Management of the Quality of Educational Programs: Development of Functioning Algorithms," *International Journal of Instruction* 15, no. 3 (2022): 429–50.

<sup>23</sup>Norman et al., "Implementing Sharia-Based Total Quality Management in Islamic Educational Institutions Impact on Organizational Performance."

<sup>24</sup>Agus Fawait, Wilta Firdau Siyeh, and Aslan Aslan, "Islamic Education Management Strategies in Improving the Quality of Learning in Madrasas," *Indonesian Journal of Education (INJOE)* 3, no. 3 (2024): 657–65.

<sup>25</sup>Harold Kerzner, *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* (John Wiley & Sons, 2025).

and spiritual objectives.<sup>26</sup> Well-planned office management enables institutions to allocate resources efficiently and anticipate administrative challenges in the modern educational environment.

Organizing is another essential principle in optimizing office management. The literature emphasizes the importance of clear organizational structures, well-defined roles, and task distribution among administrative personnel. In Islamic educational institutions, effective organizing promotes accountability and work discipline by clarifying responsibilities and lines of authority.<sup>27</sup> This organizational clarity reduces administrative overlaps and enhances coordination across institutional units, thereby improving overall administrative performance.

The principle of professional implementation plays a critical role in office management optimization. Implementation refers to the execution of administrative tasks in accordance with established plans and procedures. Optimized office management requires administrative staff to demonstrate competence, consistency, and commitment in performing their duties.<sup>28</sup> The literature highlights that professional administrative practices contribute to operational efficiency and service reliability, which are essential for maintaining institutional effectiveness in a competitive educational landscape.

Supervision and evaluation constitute another key principle in the optimization process. Continuous monitoring of administrative activities allows institutions to assess performance, identify weaknesses, and implement corrective actions.<sup>29</sup> In Islamic educational institutions, supervision should be conducted in a constructive and ethical manner, emphasizing improvement rather than punishment. Effective evaluation mechanisms ensure that office management practices remain aligned with institutional standards and contemporary management requirements.

The integration of information and communication technology is also a central principle of office management optimization in the modern era.<sup>30</sup> The literature indicates that digital administration systems, electronic documentation, and online communication platforms enhance administrative efficiency and data accessibility. For Islamic educational institutions, technological integration should be implemented gradually and strategically, taking into account institutional readiness and human resource capacity.<sup>31</sup> When properly

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<sup>26</sup>Dasep Supriatna, "Development of an Online-Based Islamic Education Management System in Islamic Primary Education Institutions," *Journal of Asian Primary Education (JoAPE)* 2, no. 1 (2025): 14–27.

<sup>27</sup>Afandi Afandi, "The Role of Transformational Leadership in Enhancing Discipline Among Educators and Educational Staff in Islamic Educational Institutions," *Syaikhuna: Jurnal Pendidikan Dan Pranata Islam* 16, no. 01 (2025): 170–88.

<sup>28</sup>Siti Marwiyah, Mastina Maksin, and Mareta Syamsya Queennensa, "Optimizing Employee Performance through Physical Work Environment Governance: A Study at the Probolinggo Social Service," *Malikussaleh Social and Political Reviews* 6, no. 1 (2025): 47–52.

<sup>29</sup>Muh Ibnu Sholeh, "Evaluation and Monitoring of Islamic Education Learning Management in Efforts to Improve Education Quality," *Communautaire: Journal of Community Service* 2, no. 2 (2023): 108–17.

<sup>30</sup>Hegar Harini et al., "Digital Transformation: The Utilization of Information and Communication Technology to Enhance Educational Management Efficiency in the Modern Era," *Jurnal Minfo Polgan* 13, no. 2 (2024): 1668–74.

<sup>31</sup>Amet Amet, "Transformation of Islamic Educational Institutions in Realizing Quality Human Resources in the Global Era," *Enrichment: Journal of Management* 12, no. 6 (2023): 4919–26.

managed, technology becomes a valuable tool for improving office management performance.

Human resource development is another important principle in optimizing office management. Administrative staff are key actors in implementing office management systems, and their competence significantly influences institutional effectiveness.<sup>32</sup> The literature underscores the importance of training, capacity building, and professional development programs for administrative personnel. In Islamic educational institutions, human resource development should also incorporate ethical and moral dimensions, fostering work attitudes that reflect Islamic values.

The integration of Islamic values represents a distinctive principle of office management optimization in Islamic educational institutions. Values such as amanah (trustworthiness), responsibility, discipline, and accountability should guide administrative practices and organizational behavior. The literature suggests that value-based office management not only enhances administrative effectiveness but also strengthens institutional integrity and public trust. By combining systematic management principles with Islamic ethical values, Islamic educational institutions can achieve sustainable and meaningful office management optimization in the modern era.

#### 4. Integration of Islamic Values in Office Management Practices

The integration of Islamic values in office management practices is a distinctive characteristic of administrative management in Islamic educational institutions. The literature emphasizes that office management in such institutions should not be value-neutral but instead be guided by ethical and moral principles derived from Islamic teachings.<sup>33</sup> These values shape administrative behavior, decision-making processes, and organizational culture, ensuring that administrative efficiency is aligned with spiritual and ethical responsibilities.

One of the core Islamic values integrated into office management practices is amanah (trustworthiness). In the administrative context, amanah is reflected in the responsible handling of documents, financial records, and institutional information.<sup>34</sup> The literature suggests that trustworthiness in office management enhances accountability and reduces administrative misconduct. When administrative staff perform their duties with a strong sense of amanah, institutional operations become more transparent and reliable.

Discipline and responsibility are also emphasized as key Islamic values in office management. Effective administrative practices require adherence to established procedures, punctuality, and consistency in service delivery. Islamic teachings encourage discipline as part of ethical conduct, which supports the development of professional work

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<sup>32</sup>Imron Natsir et al., "An Analysis of the Role of Human Resource Management in Enhancing Organizational Efficiency and Effectiveness.," *International Journal of Economics (IJE)* 3, no. 2 (2024).

<sup>33</sup>Farhan Zahiri and Abdurrohman Sahal, "Integrating Islamic Sharia Principles into Educational Leadership: A Strategic Management Perspective," *Edu Spectrum: Journal of Multidimensional Education* 2, no. 1 (2025): 47–58.

<sup>34</sup>Wildan Miftahussurur and Zahrotul Widad, "Good Governance Framework in Islamic Educational Institutions: Literature-Based Insights on Amanah, Maslahah, and Accountability," *Al-Qiyadah: Journal of Education Governance* 1, no. 2 (2025): 58–71.

habits.<sup>35</sup> The integration of these values contributes to orderly administrative processes and strengthens institutional commitment to high standards of performance.

Another important value in office management practices is accountability, both to institutional leadership and to Allah as the ultimate source of moral responsibility. The literature highlights that accountability in Islamic educational institutions extends beyond formal reporting mechanisms to include moral self-regulation.<sup>36</sup> This perspective encourages administrative staff to perform their duties conscientiously, even in the absence of direct supervision, thereby fostering integrity in office management practices.

Professionalism grounded in Islamic ethics plays a crucial role in integrating values into office management. Professionalism in Islamic educational institutions is not limited to technical competence but also encompasses ethical behavior, fairness, and sincerity in service. The literature indicates that when professionalism is guided by Islamic values, office management practices become more humane and service-oriented. This integration strengthens institutional credibility and supports the achievement of educational goals in a manner consistent with Islamic principles.

## Discussion

The findings of this study confirm that office management functions as a strategic determinant of institutional effectiveness in Islamic educational institutions, as widely discussed in classical and contemporary management theories.<sup>37</sup> Classical administrative theory, particularly Fayol's framework, emphasizes that organizational success relies on the effective execution of managerial functions such as planning, organizing, commanding, coordinating, and controlling.<sup>38</sup> The conceptual findings of this study support this theoretical position by demonstrating that office management operationalizes these core functions within educational institutions, transforming managerial principles into concrete administrative practices that sustain institutional stability and continuity.

In the context of Islamic educational institutions, the application of classical management principles through office management contributes to organizational order and goal alignment. Effective planning and organizing enable institutions to manage administrative resources efficiently, while coordination and control ensure consistency in institutional services.<sup>39</sup> These findings reinforce the argument that administrative systems are not peripheral but central to organizational sustainability. Office management thus acts as an institutional mechanism that

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<sup>35</sup>Nabila Khoirunnisa, "Islamic Education Teachers' Strategies to Form Students' Discipline Character," *Journal of Islamic Education* 10, no. 1 (2025): 219–39.

<sup>36</sup>Siti Haslina Md Harizan and Shaik Abdullah Hassan Mydin, "Tabayyun Measures for Self-Regulating Social Media Behaviour Among Muslim," in *Contemporary Business Research in the Islamic World: Proceedings of the 14th Global Islamic Marketing Conference, September 2023* (Springer Nature, 2024), 385.

<sup>37</sup>Faizin, "Islamic Boarding Education Management Reform: Transformation Strategies to Improve Competitiveness and Relevance."

<sup>38</sup>Ashish Kumar Sharma, Ankita Goyal, and Anjali Sharma, "Relevance of Classical Management Concepts in the Contemporary Era—a Case Study of Fayol's Principles," *IIMT Journal of Management* 1, no. 1 (2024): 112–20.

<sup>39</sup>Aithal and Maiya, "Development Of A New Conceptual Model For Improvement Of The Quality Services Of Higher Education Institutions In Academic, Administrative, And Research Areas."

links managerial intent with operational execution, ensuring that educational objectives are supported by reliable administrative structures.

From the perspective of organizational effectiveness theory, the role of office management becomes even more pronounced. The findings indicate that systematic documentation and efficient information flow significantly enhance institutional performance, a notion consistent with systems theory.<sup>40</sup> Educational institutions operate as complex systems composed of interdependent subsystems, and office management serves as a central coordinating unit that integrates academic, financial, and organizational processes. When this subsystem functions effectively, institutional coherence and coordination are strengthened.

The contribution of office management to decision-making processes further illustrates its strategic value. Accurate administrative records and structured information systems provide institutional leaders with reliable data for planning, evaluation, and policy formulation.<sup>41</sup> This supports rational and evidence-based decision-making, which modern organizational theory identifies as a key indicator of effective institutions. In Islamic educational institutions, improved decision-making capacity enhances organizational responsiveness and adaptability in the face of changing educational demands.

The principles of office management optimization identified in this study also align with continuous improvement theory and modern quality-oriented management approaches. Concepts such as systematic planning, supervision, and human resource development reflect the core principles of Total Quality Management (TQM), which emphasizes efficiency, standardization, and ongoing evaluation.<sup>42</sup> The application of these principles in Islamic educational institutions contributes to administrative professionalism and improved service quality. Continuous evaluation enables institutions to identify weaknesses and implement corrective measures, thereby fostering sustainable organizational improvement.

Moreover, the integration of technology in office management corresponds with contingency theory, which posits that organizational practices must adapt to environmental conditions.<sup>43</sup> The modern era demands the adoption of digital administration systems, electronic documentation, and technology-based communication. The findings suggest that Islamic educational institutions that adjust their office management practices to technological developments are better equipped to maintain effectiveness and institutional relevance. Technological adaptation thus emerges as a critical dimension of office management optimization.

A distinctive theoretical contribution of this study lies in its integration of Islamic values with established management theories. Islamic management theory emphasizes that

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<sup>40</sup>Sunarjo et al., "Management Of Educational Institutions Through Information Systems For Enhanced Efficiency And Decision-Making."

<sup>41</sup>Tapos Ranjan Biswas, Mohammad Zobair Hossain, and Ubaldo Comite, "Role of Management Information Systems in Enhancing Decision-Making in Large-Scale Organizations," *Pacific Journal of Business Innovation and Strategy* 1, no. 1 (2024): 5–18.

<sup>42</sup>Samsul Arifin et al., "Human Resources Based on Total Quality Management," *Journal of Social Science Studies (JOS3)* 2, no. 1 (2022): 17–20.

<sup>43</sup>Darley Biviana Pacheco-Cubillos, Josefa Boria-Reverter, and Jaime Gil-Lafuente, "Transitioning to Agile Organizational Structures: A Contingency Theory Approach in the Financial Sector," *Systems* 12, no. 4 (2024): 142.

organizational practices should be guided by ethical and moral principles derived from religious teachings.<sup>44</sup> The incorporation of values such as amanah, discipline, accountability, and professionalism reinforces the argument that ethical values are integral to sustainable management practices. Unlike value-neutral management models, Islamic management theory positions moral responsibility as a foundational element of organizational behavior. This synthesis demonstrates that administrative effectiveness and ethical governance are mutually reinforcing, providing a robust conceptual framework for strengthening institutional management in Islamic educational institutions in the modern era.

### **Conclusion**

This study concludes that office management plays a strategic and indispensable role in enhancing the effectiveness of Islamic educational institutions in the modern era. Based on a comprehensive theoretical analysis, office management is not merely an administrative support function but a core managerial process that integrates planning, organizing, implementation, and supervision within institutional governance. The findings demonstrate that systematic and optimized office management contributes significantly to administrative efficiency, service quality, informed decision-making, and organizational sustainability. When aligned with established management theories, office management emerges as a key determinant of institutional effectiveness in educational settings.

Furthermore, this study highlights that the optimization of office management in Islamic educational institutions must be grounded in both modern management principles and Islamic values. The integration of values such as amanah, discipline, accountability, and professionalism strengthens ethical governance and reinforces institutional integrity. This value-based approach provides a distinctive theoretical contribution to the discourse on Islamic educational management, emphasizing that administrative effectiveness and moral responsibility are mutually reinforcing. Therefore, Islamic educational institutions are recommended to adopt systematic office management practices that are adaptive to contemporary demands while remaining firmly rooted in Islamic ethical principles to achieve sustainable institutional development.

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