Actual Management in Islamic Higher Education: The New Insight in Management Science

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ABSTRACT

One of discuse of Islamic Higher Eduction (IHE) management is administration that always regarding of management. Management still widing and this study is facing new insight of administration in actual management in education that lack in preview research. The goal of this newsletter is to set up a basis for understanding the demanding situations related to IHE.The gift observe explores the efficacy of experiential getting to know withinside the context of control education, which is usually applied to non-educational discussions. This studi is literature review uses PRISMA analysis with reduction and content analysis, display and conclution. Data credibily is using triangulation, transferability and depenability. Result is 600 article is found from keyword after exclude, found only 5 about actual management in title and 18 relevant to the keyword written in the title implisitly. lack of literature spesifict display of this title directly related to education. Above 75% Technology-assisted IHE can improve graduate quality and efficiency. Insight of this research is administration is one of important thing in actual management. Limitation of this research is lact from field data. This research significantly impacts the field of IHE by reorienting scholarly attention toward the critical intersection of administration and actual management—an area previously overlooked despite its fundamental importance to institutional effectiveness. Future research should prioritize a comprehensive multi-institutional investigation that combines quantitative metrics with qualitative insights from stakeholders across diverse IHE settings, focusing particularly on how administrative modernization can be implemented while honoring Islamic educational principles.

Keywords: Islamic Higher Education, management, actual management

INTRODUCTION

Actual administrative management in IHE encompasses a variety of strategies and systems aimed at improving operational efficiency and governance. Recent reforms have focused on decentralising authority, enhancing administrative capabilities, and integrating technology to streamline processes[1]. Effective management in HE involves navigating political, psychological, and economic dynamics, as highlighted in the literature on university management[2]. The managerial process is characterised by the need for extensive oversight, where leaders must balance close monitoring of faculty activities with fostering trust and collaboration[3]. The integration of sound policy analysis and financial management is also essential to overcome challenges[4]. Overall, successful college management requires a humane and logical approach that values communication and collective input from all stakeholders involved in actual management.

Actual management in IHE includes competencies that are aligned[5], contextualised[6], involving a combination of understanding how success is measured through internal and external forces, integrated management[7], autonomous sign and symptom monitoring as well as management[8], and to enhance decision making and problem solving skills for process management[9] thus addressing the emerging management paradigm[10].

University management faces various challenges in the modern era, including inadequate funding, social issues, and increasing student numbers amid budget constraints. Effective administration requires coordinating various departments and applying total management principles to improve system performance[11]. However, the shift towards administrative management in IHE can result in both advantages and disadvantages, such as reduced creativity and increased formalisation[12]. To overcome these challenges, IHE are adopting dynamic and humanised strategies [13] and exploring new management models and leadership styles. Successful university management is characterised by strategic planning, community engagement, and innovative approaches that adapt to change [14].

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[1] Shuaixiong Fu, "University Administrative Management System Reform" (Springer Nature Singapore, 2023), 259–70.

[2] Joseph F. Kaufman, "Managing Today's University," *The HE Journal* 47, no. 1 (1976): 115–16.

[3] Norma Ghamrawi et al., "Destructive Leadership Behaviors: The Case of Academic Middle Leaders in HE," *International Journal of Educational Research* 126, no. April (2024): 1–10.

[4] Joseph F Kaufman, "Managing Today's University," *The Journal of HE* 47, no. 1 (January 3, 1976): 115–16.

[5] Loyola Edgar, Illescas Boris, and Pérez Tristá, "El Directivo En La Universidad Contemporánea," *Un Enfoque de Competencias* 36 (2017): 4–14.

[6] Andiara Dewes and Doris Bolzan, "Gestão Universitária a Partir Da Narrativa de Professores Gestores de Departamentos Didáticos," no. 1 (April 18, 2018): 39–53.

[7] J. T. Mentzer et al., "Defining Supply Chain Management. Journal of Business Logistics," *Journal of Business Logistics* 22, no. 2 (2001): 1–25.

[8] Amin Haedari et al., "Mental Strengthening through Character Education Management in Pencak Silat Extracurricular Program," *Al-Tanzim: Jurnal Manajemen Pendidikan Islam* 8, no. 2 (May 8, 2024): 492–506.

[9] Nini H. Jonkman et al., "Self-Management Interventions: Proposal and Validation of a New Operational Definition," *Journal of Clinical Epidemiology* 80 (2016): 34–42.

[10] Chaverra et al, "Prácticas de Gestión de Directivos Universitarios: Una Mirada Desde Los Principios Del Paradigma Emergente y Un Camino de Oportunidades Por Explorar *," *Revista Latinoamericana de Estudios Educativos* 49, no. 1 (2019): 67–98.

[11] I.A. Aniagboso, "The Role of Administrators in Efficient Management of the University System in Nigeria," *International Journal of Scientific Research in Education* 12, no. 5 (2019): 620–31.

[12] Serkina et al, "Administrative Management of Universities: Background and Consequences," 2019, 673–83.

[13] Omodan et al, "Analysis of Human Relations Theory of Management: A Quest to Re-Enact People's Management towards Peace in University System," *SA Journal of Human Resource Management* 18 (2020): 1–10.

[14] Salazar et al, "Management and Leadership in University Education: Approaches and Perspectives," no. 3 (2022).

This management style is crucial in order to adapt to the demands of HE, it is necessary to evolving society at large. University degree holders also show certain patterns of involvement in various management strategies [15]. Actual management at IHE. Its role in the successful implementation process is paramount. various initiatives and projects. Management helps align incentives, improve processes, and ensure goal alignment [16]. The novelty of this research focuses on the idea of administration of actual management in IHE which has not been explicitly discussed.

The quality of education in Indonesia is an exciting area of opportunity, particularly in the The journey of learning new things, developing skills, and gaining knowledge through university-level studies is called HE. This can be seen from the relatively low ranking of Indonesian universities at the international level. Recorded from a total of more than 3,000 universities with pd dikti version, [17] more than 900 from data badan statistik nasional (bps) under the Ministry of Religious Affairs public and private, [18] and 3.277 from Indonesia baik version data[19] but only 26 universities are ranked among the top international universities by the QS World University Rankings. [20]

Lack of Qualified Human Resources (HR). This can be seen from the lack of lecturers who have doctoral degrees, which ideally should not be less than 1% as stated by the tempo news in October 2024 [21] although adjusted to the opportunities that exist. So that it is not like what happens in Germany where S3 graduates are still using temporary employment contracts [22] [23] Positives in many countries with many doctoral graduates in an effort to encourage innovation. [24] There are more doctoral graduates than there are available spots. It relates to the academic job market. For example, in the US, only about 12.8% of people who earn a doctorate can get academic jobs. In India, only a small percentage of doctoral graduates are able to get jobs in HE. [25]

The poor quality of education is due to problems with how schools are run. The level is full of officials and business groups who are harmful to the quality. This is about research, teaching, and community services [26], problems of curriculum and monotonous teaching as well as improper placement of teachers [27] Unequal access to education, especially in underdeveloped, frontier, and

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[15] Eriksson & Fries, "The Knowledge and Value Basis of Private Forest Management in Sweden: Actual Knowledge, Confidence, and Value Priorities," *Environmental Management* 66, no. 4 (2020): 549–63.

[16] Norrman & Naslund, "Supply Chain Incentive Alignment : The Gap between Perceived Importance and Actual Practice," *Operation And SUpply Chain Management* 12, no. 3 (2019): 129–42.

[17] "PD Dikti," March 4, 2025, https://pddikti.kemdiktisaintek.go.id/statistik.

[18] "Badan Statistik Nasional," March.

[19] "Indonesia Baik," March 4, 2025.

[20] "QS World University Rankings," March 4, 2025.

[21] Hendrik Yaputra, "Tempo," 2024.

[22] Buenstorf et al "Expansion of Doctoral Training and Doctorate Recipients' Labour Market Outcomes: Evidence from German Register Data," *Studies in HE* 48, no. 8 (August 3, 2023): 1216–42.

[23] Goldan, et al "Explaining Employment Sector Choices of Doctoral Graduates in Germany," *Research Evaluation* 32, no. 1 (June 12, 2023): 144–56.

[24] Germain et al., "Doctoral Graduates' Transition to Industry: Networks as a Mechanism? Cases from Norway, Sweden and the UK," *Studies in HE* 46, no. 12 (2021): 2680–95.

[25] Menon et al., "Modeling Doctoral Population Growth in Premier Technology Institutions in India," *Systems Research and Behavioral Science* 35, no. 6 (November 16, 2018): 738–45.

[26] Rosser, "HE in Indonesia: The Political Economy of Institution-Level Governance," *Journal of Contemporary Asia* 53, no. 1 (January 1, 2023): 53–78.

[27] Ruth et al, "Education Problems, Quality of I Evaluating and Enhancing the Quality of Education in Indonesia," *(ISC-BEAM)* 1, no. 1 (February 23, 2024): 659–70.

outermost areas, making it hard for schools to improve [28] [29], and inadequate educational infrastructure facilities including lack of financial and technological infrastructure. [30]

So, governance reform is needed to strengthen reformist elements in Islamic education institutions to improve academic quality, [31] improve teacher quality through continuous training (Dirgantoro, 2018), equal access to education (Yuliani & Hartanto, 2020; Valmay et al., 2024), curriculum improvement this is extra applicable to the desires of the times (Madhakomala et al., 2022), withinside the IHE sector, the utility of present day control is wanted to be extra adaptive to global and technological changes (Ibad, 2022) as well as providing incentives for Indonesian scientists abroad to return and contribute (Muhtifah et al., 2018; Khuluqo & Pribadi, 2020). This is part of actual management in an effort to answer various challenges by looking at the real situation in the field.

The gap in this study is taken based on the actual management gap in the literature related to leadership and managerial, HE, higher Islamic education, even methodologically using descriptions, no one has started research on this. So that makes the author try to fill the existing gaps reinforced by the following observations of the findings of related variables assisted by vos viewer version 7. This research novelty adopts actual management in higher Islamic education.

Figure 1. GAP Literature Using Vosviewer 7th Version

This research corroborates Norma Ghamrawi's research [32] about leadership in HE, Zaher Mohammed Amur Al Hajri [33] Challenges of HE Administration, Idri [34] and Joseph F. Kauman [35] IHE Management, Salazar Rebaza [36] Leadership, Ahmad Bahrowi [37] management concept, Agus

[28] Yuliani & Dicki Hartanto, "Quality Education for Sustainable Development in Indonesia," (Springer Singapore, 2020), 145–55.

[29] Callistadea et al, "Analysis of Strategies in Improving the Quality of Education in the 3T Region," *International Journal of Business, Law, and Education* 5, no. 2 (May 20, 2024): 1593–1600.

[30] Pahrudin et al, "Opportunities and Challenges of Islamic Education Management in Facing the Global Era," *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)* 6, no. 1 (January 11, 2024): 1–19.

[31] Rosser, "HE in Indonesia: The Political Economy of Institution-Level Governance." 53-78.

[32] Shal et al "Leadership Styles and AI Acceptance in Academic Libraries in HE," *Journal of Academic Librarianship* 50, no. 2 (2024): 102849.

[33] Amur "Challenges of HE Administration at the Level of Administrative Management," المجلة الدولية للدراسات القانونية والفقهية المقارنة 3, no. 3 (December 2022): 224–36.

[34] Idri, "Enhancement of IHE Management: A Study at Sunan Ampel State Islamic University Surabaya Indonesia and Canal Suez University Ismaili Egypt," *International Journal of Progressive Sciences and …*, 2021, 259–71.

[35] Kaufman, "Managing Today's University," 1976.115-116.

[36] Rebaza et al "Management and Leadership in University Education: Approaches and Perspectives." 130-141.

[37] Bahrowi, "Management Concept of IHE and The Challenge in Global Era," *QALAMUNA: Jurnal Pendidikan, Sosial, Dan Agama*, 2022.

Yudiawan [38] Quality management, Ifeanyichukwu Azubuike [39] administrators in efficient management, Agus Pahrudin [40] islamic education performance, and Desmaniar [41] sustainable development.

From the above description and for the sake of ease of writing, this paper seeks to answer the question. How has actual administrative management in IHE evolved in response to the changing needs and challenges in HE? What are the main challenges faced by IHE administrative management in adapting to digitalization and new technologies? How do leadership and administrative policies in IHE influence operational efficiency and effectiveness?

RESEARCH METHODOLOGY

This study is implementing new insight of administration in IHE that uses literature review as a qualitative approach [42] PISMA based on data collection keyword related to management variables, administration, effective administration, good IHE and matters related to management from dimention, google schoolar, science direct and mendeley web. Tahapan prisma meliputi Identified Search By Database (600), Extended Search Screening Records (500), Eligibility Articles Assessed by Abstract & Skimming full text (50), Inclusion Record of included literature actual management (5) than about IHE (18), Analysis Profiling and Categorizing. Then after collecting the author re-selects the most relevant literature [43] so that it is qualified where the author as a living research instrument determines the quality of this research. After qualifying the data, 5 articles were found that explicitly revealed actual management as in the following table 2 and 18 articles related to administrative management in Islamic universities as shown in table 3. The author analyses starting from reducing and then drawing conclusions from existing theories. Displaying codification and related indicators and then drawing conclusions from the data obtained [44]. Data validation was carried out through credibility, transferability and depenability [45]. This research is to answer 3 of the question that displayed in the first instrument tabel below.

Tabel 1. Table of Indicators and Basic Question

No	Basic question	Indicators to answer
1	How has actual administrative management in IHE evolved in response to the changing needs and challenges in HE?	Integration of Modern Management Practices and technology, Focus on Quality and Leadership, autonomous management, and quality management
2	What are the main challenges faced by	Rapid and integrated technological advancement,

[38] Yudiawan & Himmah, "Quality Management Transformation Of Islamic Religious HE: A Literature Review," *Journal of Quality Assurance in Islamic Education (JQAIE* 2, no. 2 (2023): 118–33.

[39] Azubuike, "The Role of Administrators in Efficient Management of the University System in Nigeria," 2020.

[40] Pahrudin et al, "Transforming Islamic Education Management in the Context of Islamic Religious Education : An Overview," *RADEN INTAN: Proceedings on Family and Humanity* 2, no. Riicis 2024 (2025): 309–17. 309-317.

[41] Desmaniar et al., "Towards Sustainable Development of IHE: A Meta-Analysis of Challenges and Opportunities," *Millah: Journal of Religious Studies*, October 13, 2022, 741–70.

[42] Creswell & Creswell, *Mixed Methods Procedures, Research Defign: Qualitative, Quantitative, and Mixed M Ethods Approaches*, 2018. 1-418.

[43] Yang et al, "Research on Identification of Key Factors of Marketing Talent Training by Using Big Data in the Internet Era" 3, no. 5 (2021).

[44] Miles & Huberman, "Drawing Valid Meaning from Qualitative Data: Toward a Shared Craft," *Educational Researcher* 13, no. 5 (1984): 20–30.

[45] Ghafar, "Kyai's Leadership Strategy and Its Implications For Improving The Quality of Education," *Nazhruna* 5, no. 3 (2023): 1388–99.

	IHE administrative management in adapting to digitalization and new technologies?		balancing tradition and modernity, HRM, leadership and organisational behaviour	
3	How do leadership and administrative policies in IHE influence operational efficiency and effectiveness?		Integration of Modern Management Practices, Focus on Quality Management, leadership and organisational behaviour, Balancing Tradition and Modernity, Adaptation to Technological Advances	

RESULTS AND DISCUSSION

In the existing literature, there has not been found actual managerial specific to IHE or HE. Actual management found in health and biology articles as shown in table 2. so that this study becomes knowledge that must be continued until completion. Search results related to the title as shown in tables 2 and 3.

Table 2. Articles That Explicitly Display Actual Management

No	Years	Author	Characteristic	Meaning
1	2007	Bernard Lung	The actual management disease fit practice of guidelines	Actual management refers to the application of medical practice and real-world decisions regarding patient treatment
2	2023	Reynoso	The management practices that can help stop the global disease.	Integrated Disease Management: Actual management involves using a combination of strategies to effectively manage plant diseases
3	2024	Kenta Yamamoto	Managing actual osteoporosis with Japanese Medical Data	Pre- and Post-operative Management: This article discusses the management of osteoporosis in elderly patients undergoing spinal fusion
4	2020	Alibarki	The real management challenge is a flexible, retrograde, endoscopic approach	Process of supervision to follow-up on specific operations
5	2017	Rahul S.	Skin and Soft Tissue using Guidelines vs Actual Management	Guideline adherence to field practice

Table 3. Articles Most Relevant to Actual Management in Islamic Universities

No	years	Authors	Characteristic	Journal
1	2022	Desmaniar,Rusli, Fathani AT,Azmi NA,Mughni M,Islami IR,Syukri A	Challenges And Opportunities of IHE	Religious Studies's Journal
2	2021	Berger MS	Europe IHE'paradigm	Religions
3	2022	Bahrowi A	IHE's Management Concept: The Challenges in Global Era	Education, Social and religious's Journal
4	2022	Al Hajri ZM	Administrative Management's Challenges in HE	المجلة الدولية للدراسات القانونية والفقهية المقارنة
5	2022	Musa M	The Theory of Educational Institution Management in Private Islamic Universities Perspective's leadership	Journal Research of Economics,Social, Management,and Science
6	2023	Bahrowi Ahmad	Digital Era of management in Islamic Education	Journal of Educational and Social Research
7	1976	Kaufman JF	Today's University Management	The Journal of HE
8	2025	Pahrudin et al	Islamic Education Transformation in the Management Context	
9	2024	Ghamrawi et al	The middle leaders in HE's Destructive	International Journal (IJ) of Educational Research
10	2023	Bahrowi Ahmad	Innovations of Islamic Education: Chalenges and future prospects	Journal of Educational and Social Research
11	2023	Fu Shuaixiong	Reform's System for administrative management in the university	The Chinese Path Toward a Leaner Government
12	2024	Setyowati et al	Opportunities and Challenges in global era for Islamic university	Leadership and Education Spervision's Journal

13	2021	Idri	Enhancement of IHE management	IJ of Progressive Sciences and \ldots
14	2019	Aniagboso	Administrator's Efficient Management in the University's System in Nigeria	IJ of Scientific Research in Education
15	2023	Yudiawan & Himmah	A Literature Review of the Management Transformation Quality Of Islamic Religious HE	Journal of Quality Assurance in Islamic Education (JQAIE
16	2022	Rebaza et al	Management and leadership in university education: Approaches and perspectives	Problems and Perspectives in Management
17	2021	Nurhidayati et l	Building The Relationship of Islamic Transglobal Leadership with HR Performance	IJ of Economics and Management

From the results of table 2 above, the author concludes that the meaning of actual management is a set of processes to follow-up with a comprehensive method of seeing facts in the field so that it can be seen accordingly.Actual administrative management in IHE evolved in response to the changing needs and challenges in HE when it can enhance Integration of Modern Management Practices and technology, Focus on Quality and Leadership, autonomous management, and quality management. The challenges faced by IHE administrative management in adapting to digitalization and new technologies will seslove with rapid and integrated technological advancement, balancing tradition and modernity, HRM, leadership and organisational behavior. And leadership and administrative policies in IHE influence operational efficiency and effectiveness will solve with Integration of Modern Management Practices, Focus on Quality Management, leadership and organisational behaviour, Balancing Tradition and Modernity, Adaptation to Technological Advances.

Technology can help improve the quality and efficiency of graduates in IHE. More than 75 schools that teach Islam have started using technology to improve their teaching. Making Education Better with Technology Learning management systems (LMS), e-learning, student engagement, and mobile applications have made learning more effective. [46] [47] [48] [49]

Factors Influencing Actual Management in IHE

Factors that influence actual management may include factors such as proper educational training, support from the management team, clear and realistic goals, effective enforcement schemes, and teamwork, personal attitudes, and worker involvement (Bonaventura, 2008) This is

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[46] Susanto et al., "Trends of Educational Technology (EdTech): Students' Perceptions of Technology to Improve the Quality of IHE in Indonesia," *International Journal of Learning, Teaching and Educational Research*, 2022.

[47] Holilah & Hajjaj, "Transformation Of Islamic Education Management In The Digital Era: Trends And Implications For Learning Quality" Journal of International Multidisciplinary Research. 82-87. 10.62504/jimr924.

[48] Firdaus et al., "Enhancing Learning Quality and Student Engagement: Utilizing Digital Technology in Islamic Education." International Journal of Nusantara Islam.

[49] Buchori et al, "Application of Technology in Islamic Education Management (Case Study At Man 4 Pandeglang)." 651-668. International Journal of Educational Resources.

also corroborated as said by [50] that in improving the effectiveness and productivity of the organisation actual management requires the availability of resources, decision-making processes, and organisational structures, playing an important role in shaping management practices.

Leadership Styles of University Administrators

University administrators' leadership styles significantly influence instructors' job satisfaction and organisational commitment. Various leadership styles, such as democratic, transformational, transactional, and laissez-faire, have been studied across different cultural and institutional contexts. The effectiveness of these styles in increasing job satisfaction and commitment varies, with some styles being more favourable than others [51].

Organizational Culture of the IHE

Factors that influence actual management may include factors such as management support, proper safety education and training, teamwork, clear and realistic goals, effective enforcement schemes, personal attitudes, and worker involvement [52]. Organisational culture in IHE institutions (IHEI)is one of the key factors that influence competitive advantage, performance and quality of education. Research conducted by Habibi and Prasetyo (2022) shows that a strong organisational culture can improve the performance of educators and staff, improve service quality, and increase user satisfaction. In addition, an organisational culture based on Islamic values can encourage knowledge sharing and create an environment of collaborative and continuous learning, as emphasised by Adenan et al. (2024).

Furthermore, organisational culture in IHEI also has a significant impact on performance and user satisfaction. Kurniawan (2024) found that a strong organisational culture can improve the performance of educators and staff, and increase user satisfaction. Therefore, IHEI should strive to develop a strong organisational culture based on Islamic values to achieve excellence and improve the quality of education.

In this context, the role of leaders and management is crucial in developing a strong organisational culture based on Islamic values. Leaders and management must have a clear vision and mission, and have the ability to communicate Islamic values and integrate them into the organisational culture. In addition, leaders and management must also have the ability to develop and implement effective strategies to improve performance and user satisfaction.

This study highlights the pivotal role of organisational culture in IHEI in enhancing competitive advantage, performance, and educational quality. A robust organisational culture is found to improve educator and staff performance, service quality, and user satisfaction. Furthermore, leaders and managers play a crucial role in developing a strong organisational culture grounded in Islamic values like displayed in 2nd figure.

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[50] Vigneshwar & Shanmugapriya, "Potential Management Factors Influencing the Construction Projects," *Gradjevinar* 74, no. 12 (2022): 1037–46.

[51] Liu, "University Administrator's Leadership Styles Affecting Instructors' Job Satisfaction in a Normal University in Jiangxi Province, China," *International Journal of Education and Humanities* 16, no. 1 (August 28, 2024): 161–64.

[52] Aksorn & Hadikusumo, "Critical Success Factors Influencing Safety Program Performance in Thai Construction Projects," *Safety Science* 46, no. 4 (April 2008): 709–27.
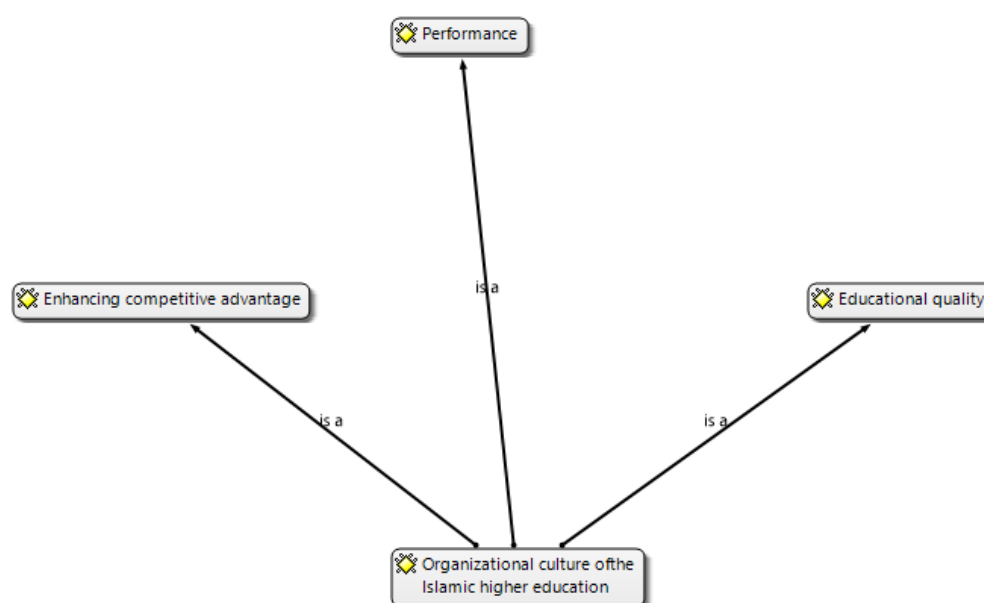
Figure 2. Organizational Culture of the IHE

Resources Available for Actual Management

In the context of institutional repositories, resources are considered as one of the critical success factors for their implementation. However, there is a gap between the perceived importance of resources and their actual performance in institutional repositories around the world. This gap analysis highlights the need for better utilisation and management of resources in these repositories [53].

Strategies for Effective Actual Management

One effective strategy for actual management is to use extended simulations to better prepare future managers for their tasks and develop the soft skills needed to become competent managers. This approach focuses on developing experiential learning and teaching strategic management [54].

Communication Strategies Between University Administrators and Faculty/Staff

Improving communication between university administrators and faculty/staff is essential for better relationships and organisational effectiveness. Poor communication can lead to strained relationships, feelings of disrespect, and misunderstandings between the two groups [55]. Studies show that creating opportunities to share roles and responsibilities can increase awareness and respect among faculty and staff [56]. Faculty should listen more, staff should feel informed, and both

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[53] Lagzian et al, "Measuring the Gap between Perceived Importance and Actual Performance of Institutional Repositories," *Library and Information Science Research* 37, no. 2 (2015): 147–55.

[54] Poisson & Turgut, "Expanded Strategy Simulations: Developing Better Managers," ed. David Bevan, *Journal of Management Development* 31, no. 3 (March 16, 2012): 209–20.

[55] Tolstikov, "Organizational Culture : Comparing Faculty and Staff Perspectives Bela Florenthal," *Journal of HE Theory and Practice* 12, no. 6 (2012): 81–90.

[56] Florenthal et al, "Understanding Organizational Culture from Multiple Perspectives: Faculty-Staff Relations Analysis," *The Journal of Academic Administration in HE* 5, no. 1 (2009): 29–41.

parties should work towards mutual understanding and co-operation [57].

Training and Development Programs for University Administrators

Training programmes for university administrators focus on developing links between IHE and practitioners, providing field experiences, and offering formal and informal training courses. These programmes aim to enhance the skills and knowledge essential for effective leadership in educational administration [58]. In addition, IHE are exploring factors for distance education training programmes for faculty, including the need for coordination across colleges and the importance of instructional designers completing training in technology and education [59]. The study also highlighted the importance of systematic faculty development and training programmes for agricultural distance education across institutions, focusing on standardised technical tools and instructional design strategies. However, there is concern that current programmes may not fully meet the needs of individual administrators and may need to evolve to better support the changing demands of the profession [60].

Implementing Technology for Efficient Actual Management

The application of technology for efficient actual management can be facilitated by significant management practice factors that shape specific corporate cultures, as shown in a study analysing Japanese manufacturing subsidiaries in Vietnam [61]. By implementing quality practices, training, management commitment, sharing/understanding, and team-based working, efficient technology transfer can be accelerated, creating a strong organisational culture that supports success.

Case Studies
Successful Implementation of Actual Management Strategies in IHE

Successful implementation of actual management strategies in IHE involves a branched approach that addresses top-down, bottom-up, and middle-out strategies. It is critical to effectively engage academic staff, motivate them, and provide the necessary resources for change. The importance of integrated leadership, academic and student ownership, and readiness for technological transformation in HE. Campus leaders' support for successful initiatives in technology-enhanced learning and distance education [62].

Challenges Faced in Actual Management and How They Were Overcome

Small and Micro Enterprises face challenges such as competition, lack of access to credit, cheap imports, insecurity, and debt collection. Strategies to overcome these challenges include

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[57] Tolstikov, "Organizational Culture : Comparing Faculty and Staff Perspectives Bela Florenthal." Journal of HE Theory and Practice. 81-90. 2012

[58] Daresh et al, "Field Relations in Educational Administration Training Programs," in *The Annual Meeting of the Mid-Western Educational Research Association*, 1985.

[59] Irani & Telg, "Building It So They Will Come: Assessing Universities' Distance Education Faculty Training and Development Programs," *International Journal of E-Learning & Distance Education Revue Internationale Du E-Learning Et La Formation à Distance* 17, no. 1 (2002).

[60] Berkum, "Professional Development in Educational Administration Programs :" Where Does It Exist ? Dennis W . Van Berkum University-San," *US Department of Education*, no. Lmi (1994).

[61] Duc et al, "Achieving Efficient Technology Transfer through a Specific Corporate Culture Facilitated by Management Practices," *Journal of High Technology Management Research* 25, no. 2 (2014): 108–22.

[62] Uys, "Implementing an Open Source Learning Management System: A Critical Analysis of Change Strategies," *Australasian Journal of Educational Technology* 26, no. 7 (December 30, 2010): 980–95.

reasonable pricing, discounting, offering a wide range of services and products, superior customer service, and continuous improvement. Relevant training or education is positively associated with business success [63].

Impact of Effective Actual Management on Overall University Performance

The impact of HR practices on actual and perceived organisational performance in Middle Eastern emerging markets suggests that HR practices can have a stronger impact on perceived financial performance than on actual financial performance. Training was found to have a significant impact on actual financial performance, which is contrary to other studies [64].

Actual Administrative Management in IHE envolved

Jiahong li and bahrowi tell that IHEI have increasingly adopted modern management principles, such as planning, organizing, and controlling educational activities, to enhance their effectiveness and efficiency. This integration and evolution has led to innovations and improvements in governance, contributing to the overall progress of these institutions. [65] [66] Ahmad Bahrowi and Madhakomala deliver that the evolution of administrative management in IHE reflects a blend of modern management practices and traditional values. This balance is crucial for addressing challenges through innovative management strategies while maintaining the unique cultural and religious values inherent in Islamic education. [67] [68] but, the evaluation need continuous improvement that held with the good leaders Yudiawan Himmah add that Effective leadership and organizational behavior are vital in advancing Islamic educational institutions. The focus on human governance, which emphasizes internal quality and spiritual strength, is crucial in shaping the role of universities beyond mere profit-oriented goals. [69] Jiahong explain that Pesantren-based institutions have demonstrated the ability to manage autonomously, allowing them to effectively respond to globalization challenges. This autonomy is a significant aspect of the organizational culture in IHE. [70]

Summary of the discuse explain that IHEI are increasingly integrating modern management practices while maintaining traditional values. This approach has led to innovations in governance and improved the overall effectiveness and efficiency of these institutions. Leadership and organizational behavior play a crucial role in advancing these institutions, with a focus on human governance and spiritual strength. The data displayed in the 3th figure below.

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[63] Bowen et al, "Management of Business Challenges Among Small and Micro Enterprises in Nairobi-Kenya," *KCA Journal of Business Management* 2, no. 1 (2009): 16–31.

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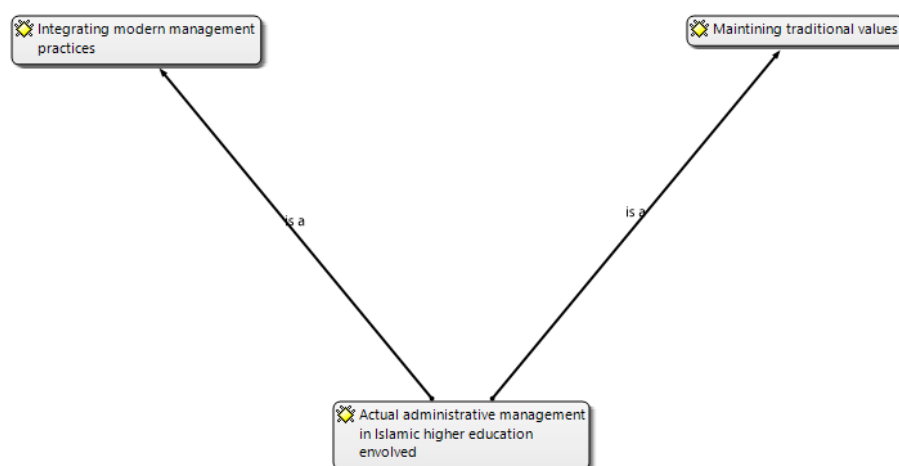
Figure 3. Actual Administrative Management in IHE Envolved

The Main Challenges Faced by IHE Administrative Management

The administrative management of IHEI faces numerous challenges in adapting to the demands of globalization and modern educational needs. These challenges are multifaceted, encompassing issues related to globalization, resource management, and the integration of traditional and modern educational paradigms. Elice, Aedi and Fuad tell that One of the primary challenges is the need to balance religious and general sciences while adapting to international educational standards. [71] [72] [73] Furthermore, Shofiyyah and Desmaniar says that resource limitations, including financial, human, and technological constraints, hinder the ability to innovate and improve educational quality. [74] [75] Additionally, Shofiyyah and Setyowati deliver that traditional educational structures and resistance to change impede the adoption of new teaching methods and technologies necessary for modern education. [76] [77] but, Aedi, Setyowai and Rofiki again tell that the integration of technology also presents both opportunities and challenges, requiring Islamic institutions to effectively balance technological advancements with their spiritual and educational values. [78] [79] [80] Ultimately, addressing these challenges necessitates innovation, effective resource management, and the development of HR to ensure that Islamic educational institutions remain competitive and relevant globally.

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IHE administrative management faces significant challenges in the global era, including globalization pressures, resource constraints, and the need for technological integration. Addressing these challenges requires innovation, effective resource management, and the development of HR to ensure that Islamic educational institutions remain competitive and relevant globally.

This study highlights the significant challenges faced by IHE administrative management in adapting to globalization and modern educational needs. These challenges include balancing religious and general sciences, managing resources, integrating technology, and addressing traditional educational structures and resistance to change. To overcome these challenges, Islamic educational institutions must innovate, effectively manage resources, and develop HR to remain competitive and relevant globally like displayed below in 4th figure.
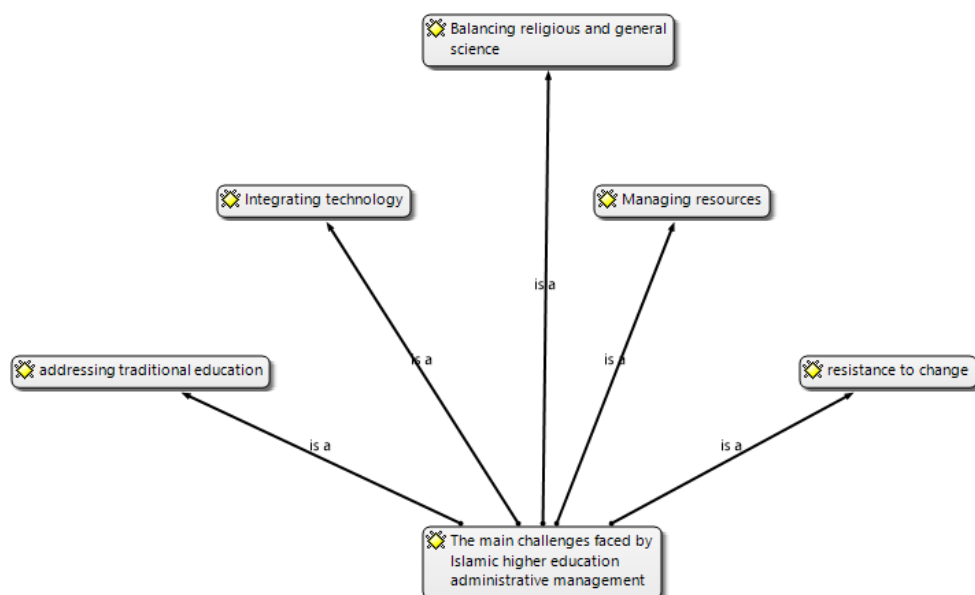
Figure 4. The Main Challenges Face by IHE Administrative Management

Leadership and Administrative Policies in IHE Influence Operational Efficiency and Effectiveness

The efficacy of leadership and administrative policies in shaping the operational efficiency and effectiveness of IHEI remains a contentious issue. Thakur, Sharma, and Syal (2024) posit that effective leadership, characterised by transparency, accountability, and clear communication, is paramount in ensuring that these institutions achieve their objectives and maintain high standards of quality and accountability. [81] Furthermore, they argue that different leadership styles, such as transactional leadership, can significantly impact organisational effectiveness, highlighting the need for leaders to adopt adaptable and effective leadership approaches.

Amer and Kunos (2021) also underscore the importance of administrative leadership in enhancing organisational performance, particularly in terms of operational efficiency and employee satisfaction. However, IHEI face numerous challenges, including infrastructure, financing, and maintaining the quality of graduates, which require strong leadership and effective management strategies to overcome, as noted by A'yuni and Rindaningsih (2024) and Musa

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[81] Thakur et al, "The Influence of Leadership Styles on the Efficiency of HEal Institutions in Himachal Pradesh," *International Journal of Information Technology and Management*, 65-74. 2024.

(2022). [82] [83] [84] In this context, the question of how IHEI can develop effective leadership skills to address these challenges becomes pertinent. Addressing this question necessitates further research and practice, particularly in developing leadership skills that emphasise problem-solving, social skills, and professional knowledge.

This study highlights the critical role of leadership and administrative policies in enhancing the operational efficiency and effectiveness of IHEI. Effective leadership, adaptable leadership styles, and administrative leadership are essential for ensuring that these institutions meet their goals and maintain high standards of quality and accountability. However, IHEI face numerous challenges, requiring strong leadership and effective management strategies to overcome. Limitation of this research is lact from field data. Future research and practice should focus on developing leadership skills that emphasise problem-solving, social skills, and professional knowledge and more from field data. The data displayed inside 5figure like below.
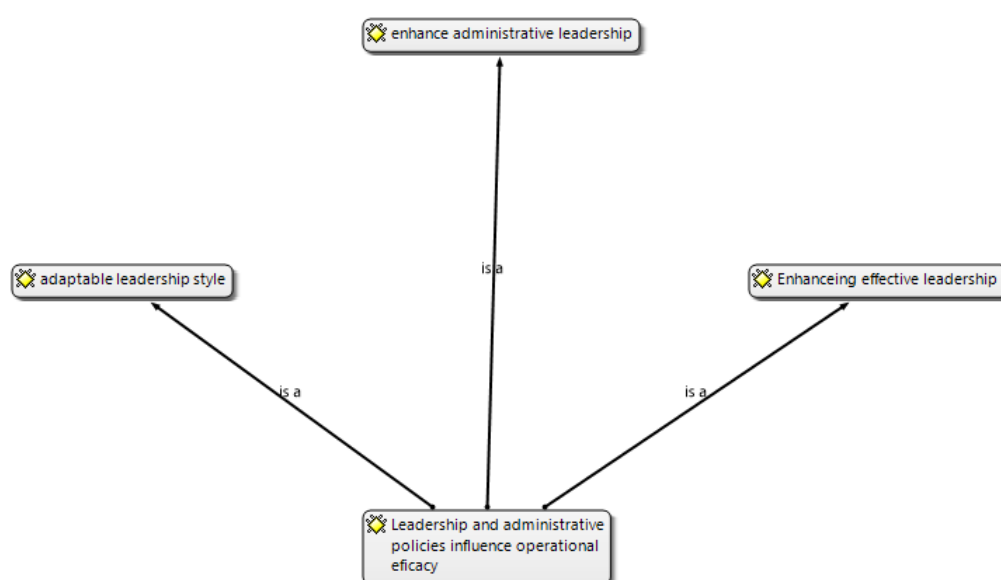
Figure 5. The Main Challenges Face by IHE Administrative Management

CONCLUSION

Leaders and managers play a crucial role in developing a strong organisational culture grounded in Islamic values. For goof actual administrative management, need effective leadership and organizational behavior are vital in advancing these institutions, with a focus on human governance, spiritual strength, and autonomy. The administrative management of IHEI faces a myriad of challenges in navigating the complexities of globalization and modern educational needs. These challenges, including balancing religious and general sciences, managing resources, integrating technology, and addressing traditional educational structures and resistance to change, necessitate innovative solutions, effective resource management, and the development of human resources. Leadership and administrative policies are fundamental to the success of IHEI.

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