# Improving the Quality of Education Through Higher Education Management

**Rasfiuddin Sabaruddin¹ Galih Firdaus² Hafid Bahar³**
Sekolah Tinggi Ilmu Ekonomi Hidayatullah, Kota Depok, Provinsi Jawa Barat, Indonesia¹,²,³
Email: hafid@stiehidayatullah.ac.id³

**Abstract**
To improve the quality of education to the maximum, it is necessary to increase the performance and quality of the elements of education on an ongoing basis. Improving the quality of education can be done by implementing Total Quality Management (TQM) for higher education institutions. This research then aims to see how the education quality in Indonesia can be improved through higher education management. This research will be conducted utilizing a qualitative methodology. The data used in this study were derived from a variety of research outcomes and prior studies that were still relevant to this study. This study demonstrated that customer satisfaction is an indicator of the efficacy of quality management in higher education. Higher education can be effective if it meets the needs of "educational customers" and produces desirable goods, especially for the general public.
**Keywords:** Quality of Education, Higher Education, Management.

## INTRODUCTION

Education in the concept of community development is a dynamic in civilized human development. Education is not limited to playing a role in the transfer of knowledge; it also serves to develop capabilities and shape the character and civilization of a dignified nation within the context of the intellectual life of the country, with the goal of creating the potential for students to become human beings who believe in and fear God Almighty, are healthy, knowledgeable, capable, creative, independent, and democratic and responsible citizens. From the function and purpose of education, it is expected that Indonesian people are human beings who are balanced between affective, cognitive, and psychomotor aspects, and in achieving the goals of national education, the world of national education is faced with one big problem, namely improving the quality and relevance of education. This problem is the most critical focus in the development of national education (Makarova et al., 2019).

Education has an enormous impact on the economic growth of a nation. Government cannot be isolated from the private sector and the society in enhancing the quality of life for the Indonesian people. Government, society, and the business sector are inextricably intertwined in their roles to increase educational equity and quality (Phelan et al., 2020). To ensure education quality, serious attention is needed, both by education providers, the government, and the community. Because in the current national education system, concentration on quality and quality is not solely the responsibility of Higher Education and the government but is a synergy between various components, including the community. To carry out quality assurance, systematic and planned activities are needed in the form of quality management (Rashid & Yadav, 2020). Quality management in education is a method of directing all educational resources so that everyone involved does their responsibilities with excitement and participates in enhancing the implementation of work to generate services that meet or even surpass the expectations of "educational consumers" (Shaturaev, 2021).

The paradigm of government policy and the advancement of science and technology have altered nearly every element of human existence. By attempting to grasp and advance science

and technology, various difficulties can be resolved, which is extremely valuable to human life. On the other hand, these shifts have also ushered in a period of intensifying global competition. To participate in worldwide competition, we must continue to grow and increase the quality of our human resources as a nation. Improving the quality of human resources is vital and must be accomplished in a "planned, directed, intensive, effective, efficient, and productive" manner during the process of development. The urgency of enhancing the quality of human resources has brought the government and the business sector together, and they continue to work to make it a reality through a variety of activities to provide education of higher quality (Verma & Gustafsson, 2020).

Improving quality is one of the criteria for humanity to enter an era of globalization characterized by healthy competition. Where Higher Education as an educational institution cannot function apart from global competition. To thrive in the global era, enhancing the quality of higher education must focus primarily on enhancing quality. Integrated Quality Management is a management concept for the integrated development of quality. The factors that cause the low quality of higher education are the lack of optimal management, limited facilities, and learning support facilities, and there are still human resources lecturers who have not mastered or have not met the requirements. The author assumes that the "mainstream" in higher education is the managerial aspect. Abandoning this assumption, the author hypothesizes that better management can increase the quality of education in Indonesia, particularly higher education (Al Shraah et al., 2021).

## Literature Review
### Policy and Management
Always related with the public is the policy. Public policies are choices taken by public authorities at a strategic or general level that are binding on the people. Meanwhile, according to Nurcholis, the policy as a decision of an organization that is intended to achieve specific goals contains provisions that can be used as behavioral guidelines in terms of:
1. Further decision-making must be carried out by either the target group or the organization (unit) implementing the policy.
2. The implementation or implementation of a policy has been determined both concerning the implementing organization (unit) and the intended target group (Petridou, 2020).

Policies can be in the form of decisions that are thought out carefully by top decision-makers and are not routine and programmed repetitive activities or related to decision rules (Rousseau, 2018). According to its etymology, the term management is derived from the Latin words manus and agere. The Latin verb managere, composed of the words manus and agere, signifies to handle. Managere is translated into English as the verb to manage, with the nouns management and manager referring to those who engage in management activities. It is "manajemen" when translated into Indonesian (Gaspar, 2019).

Management, according to Syafaruddin, is the act of managing and utilizing organizational resources via the collaboration of members in order to achieve organizational goals effectively and efficiently. In general, managerial functions fall into four categories:
1. Planning (Planning). Planning is a process of setting goals and the organization's vision as the first step in establishing an organization. The planning function is identical to formulating strategies, standards, directions, and goals to achieve organizational goals.
2. Organizing. Organizing relates to organizing human and physical resources, so they are arranged systematically based on their respective functions. In other words, this organizing function emphasizes how to group people and resources.

3. Directing. The management function in terms of direction emphasizes efforts to increase the effectiveness and efficiency of optimal performance. Starting from providing work guidance, motivation, explanation of routine tasks, and so on.
4. Controlling Function. The control function is more focused on evaluating and assessing the performance that has been carried out and running. The control function will see whether there is an obstacle or not in the process of achieving organizational goals. Therefore, to achieve organizational goals, optimal performance improvement is needed (Neliwati & Dahlan, 2022).

**Performance**

Performance is derived from the terms Job Performance or Actual performance, which refer to a person's work performance or actual accomplishments. The definition of performance (work achievement) is the quality and quantity of work accomplished by an employee in carrying out his assigned responsibilities and duties. The output or result of a process is its performance or performance. Performance is a worker's accomplishment in completing the duties and job allocated to him. Performance is defined in the Big Indonesian Dictionary as an accomplishment, a shown accomplishment, or workability (Sulila, 2019).

Performance is the effect of an organization's actions over time, whether the organization is profit-driven or not. According to Indra Bastian, performance is a description of the level of accomplishment of the implementation of an activity/program/policy in attaining the organization's stated goals, objectives, mission, and vision contained in its strategic plan (strategic planning). Based on this opinion, performance can be classified into two, concrete and abstract: (1) Concrete performance results from work that can be easily and directly seen, proven, and measured. (2) Abstract performance results from work that cannot be seen and requires a complicated process to measure it, such as responsibility, loyalty, and others. According to Nanang Fattah, work performance (Performance) is an expression of ability based on knowledge, attitudes, skills, and motivation in delivering a job product (Taouab & Issor, 2019).

Thus, the position of a lecturer as a profession requires special expertise and skills in the field of education and teaching. So, the lecturer is an educator, so the existence of the lecturer is not only the obligation to convey material (transfer of knowledge) to students but also the obligation of skills and values (transfer of skills and transfer of value). This means that the lecturer's task is not finished in the knowledge aspect, is good at science and can convey to students, but also must be able to be an example for his students, the behavior carried out by the lecturer must be a mirror or example for his students (Murkatik et al., 2020).

Factors that affect performance include the following:
1. Effectiveness and efficiency. When a specific objective can be attained. We may state that the activity is effective, but the outcomes that are not desired are actions that evaluate the significance of the results accomplished, resulting in pleasure despite the fact that the activity is effective and is therefore deemed inefficient. On the other hand, the action is efficient if the desired impact is unimportant or minor.
2. Authority (Authority). In a formal organization, authority is the message or order that a member of the organization gives to other members to carry out a work activity after his participation.
3. Discipline. Respecting applicable laws and regulations constitutes discipline. Therefore, employee discipline is the employee's observance of the work agreement with the organization where he works.
4. Initiative. The initiative relates to the ability to think critically and creatively in order to plan something connected to corporate objectives (Ahn et al., 2020).

The characteristics of people who have high performance are as follows: Have a heightened personal responsibility. Dare to take and bear the risks faced. Have realistic goals. Have a comprehensive work plan and strive to realize its goals. Utilizing concrete feedback in all work activities he does. Looking for opportunities to realize the plans that have been programmed (Supratman et al., 2021). In addition, having high human resources and high work motivation are also characteristics of high performance.

**Performance Assessment and Measurement**

There are five indicators to measure employee performance individually, namely:
1. Quality. The employee's assessment of the quality of the job produced and the perfection of the task based on the skills and talents of employees determine the work's quality.
2. Quantity. Represents the result in terms such as the number of units and the number of activity cycles accomplished.
3. Punctuality. This is the degree of activity performed at the start of the allotted time, in terms of coordinating with output outcomes and maximizing time available for additional tasks.
4. Effectiveness. The utilization of organizational resources (human resources, money, technology, and raw materials) is optimized in order to improve the performance of each unit.
5. Independence. This is the level at which an employee can do his job duties and fulfill his obligations. It is the level at which employees commit to working with the agency and assume office responsibilities (Wusqo et al., 2022).

According to Handoko, the functions of holding performance appraisals in every organization are as follows: As a basis for determining payroll decisions. As a basis for feedback on the performance of a person or group. Identify the strengths and weaknesses of the assessed employees. As a basis for consideration for promotion decisions. As a basis for respect for transfer and dismissal decisions. As a basis for care for training and development decisions. As a basis for consideration for award decisions (reward). As a tool to motivate and improve performance (Prestiana, 2021).

A lecturer can be considered professional if he has high human resources, high ability (high level of abstract), and high work motivation (high level of commitment). Lecturers with low human resources, and low commitment, usually pay less attention to students. Likewise, the time and energy spent to improve learning quality are very few. "On the other hand, a lecturer with high human resources and high commitment is usually very motivated to work, so the time provided for improving the quality of education is very much" (Purwanto et al., 2021).

Factors that affect the performance of lecturers include high human resources, knowledge, skills, skills, attitudes, and behavior of employees. The benefits of measuring performance based on the performance accountability module of government agencies and state administration institutions are: Ensuring an understanding of the implementation and the measures used to achieve performance; Ensuring the achievement of the agreed work plan; Monitor and evaluating the implementation of work and take action to improve performance; Provide objective rewards and punishments for their implementation achievements that have been measured following the agreed performance measurement system; Identify whether customer satisfaction has been met; Help understand the process of activities of government agencies; Ensure that decision making is carried out objectively; Indicate improvements that need to be made; Reveal existing problems (Anwar et al., 2020).

In the meantime, according to Irham Fahmi, the purpose of performance management is to attempt to provide insight and solutions to various problems that arise in an organization

due to both internal and external factors, so that the current situation does not negatively impact the company's current and future endeavors. Thus, performance appraisal is a review or evaluation that refers to a systematic overview and review of one's job performance. In addition, providing feedback to the lecturer motivates the lecturer to eliminate the decline in performance or continue to work higher so that there is an increase in lecturer performance (Magistretti et al., 2021).

**Quality**

Quality is associated with passion and self-respect. According to its existence, quality is regarded as a product or service's greatest asset. A product's or service's quality is its degree of excellence. Numerous definitions of quality exist. The Big Indonesian Dictionary defines quality as the good or terrible nature of a thing, its level, degree, or quality. Meanwhile, other notions of quality are put forward by experts from a different points of view. Among them, Edward Deming said that quality is "A predictive degree of uniformity and dependability at a low cost, suitable to the market". Another opinion, as stated by Joseph M. Juran, is that quality is "Fitness for use, as judged by the user". Then Philip B. Crossby said, "Conformance to requirements," and Armand V. Feigenbaum said, "Full customer satisfaction" (Leroi-Werelds, 2019).

In essence, some of the definitions of quality are identical and share the same components: It begins with meeting or exceeding customer expectations. The second consists of goods, services, individuals, procedures, and the environment. The third element is a state that is in constant flux. On the basis of these factors, quality can be defined as a dynamic condition including products, services, people, processes, and the environment that exceeds expectations (Huliatunisa et al., 2022). In the meantime, when viewed from the perspective of education, the quality of education can be defined as the capacity of higher education to manage operationally and efficiently the components related to Higher Education in order to produce added value for these components in accordance with applicable standards/norms. Quality of education also refers to the degree of excellence in managing education effectively and efficiently in order to produce academic excellence in pupils deemed to have completed one level of education or a particular learning program (Tahar et al., 2022).

The writers might conclude, based on the several definitions of quality presented above, that quality is the overall features or attributes of a product or service that meet the wants and expectations of "educational customers." When the word quality is combined with education, it refers to the quality of the product produced by educational institutions or higher education, which can be determined by the number of students with accomplishments, both academic and non-academic, and graduates who are relevant to the objectives (Solimun & Fernandes, 2018). In general, it can be said that the quality of the product or service will be realized if the orientation of all organizational activities is oriented to customer satisfaction. Meanwhile, according to Djam'an Satori, quality assurance is a thought based on the need for protection for those who use products or services. Consumers should not be harmed by getting goods that are defective, quickly damaged, or uncomfortable to use. Education quality assurance is an effort to provide learning services in such a way that consumers (students) can optimally develop their potential (Ikhsannudin & Pakpahan, 2021).

From some of the definitions of quality above, the writer can conclude that quality is the overall characteristics or characteristics of products or services to meet customer needs and expectations (Sader et al., 2022). The characteristics of quality management (as a form of customer service), as desired in TQM, are:

1. Timeliness of service. Every time you do it, there is a set target time. In achieving the goals formulated, of course, must be right following the specified time.

2. Service Accuracy. In achieving the quality of education, of course, there is accuracy in his work to achieve these goals, so his work is of good quality.
3. Courtesy and hospitality. In maintaining consumer interest and trust, education stakeholders strive to provide hospitality in providing services so that consumers will always believe in the quality or quality of education.
4. Responsible for all customer complaints. The responsibility for all customer complaints, namely the community and others, is the responsibility of stakeholders in education. Complaints are input and motivation for Higher Education to improve the quality or quality of education.
5. Completeness of service. The completeness of this service will improve the quality or quality of education. Adequate and complete infrastructure facilities will attract the attention of consumers, and also, with complete infrastructure facilities will undoubtedly be able to improve the quality of education.
6. Ease of getting service. Education that provides convenience in the community will attract society. The services provided to Higher Education for students or the community will assess consumers or quality in Higher Education.
7. Service Variations. Provision of this service in providing services, of course, there are varied steps to achieve the quality of education. These variations of measures are needed when the actions taken are less successful.
8. Personal Service. This personal service is a private service for each Higher Education personnel.
9. Convenience. Creating a comfortable atmosphere among personnel in educational institutions must be maintained. Because with this comfort will provide harmony concerning personnel in Higher Education so that activities in Higher Education can run well.
10. Availability of supporting attributes. Creating a comfortable atmosphere among personnel in educational institutions must be maintained because this comfort will provide harmony in their relationship with personnel in Higher Education so that activities in Higher Education can run well (Mathew et al., 2020).

## RESEARCH METHOD

This research will be carried out using a qualitative approach and literature study. In practice, this research will use data obtained from various research results and previous studies that still have relevance to this research. The research data that has been collected will be immediately processed by the researcher so that later the results of this study can be found.

## RESULT AND DISCUSSION
### Education Quality Improvement Management

Three factors cause the low quality of education: National education policies and administration using educational production functions or inconsistent analytical inputs; The implementation is carried out in a centralized manner; The participation of the community, especially parents, in the implementation of education is very minimal. Higher Education needs to carry out quality improvement management to realize the above policy. Quality Improvement Management is a model developed in the world of education, as has been running in Sydney, Australia, which includes: Quality Assurance and Quality Control, combined with the model developed in Pittsburgh, the United States, by Donald Adams. All programs to improve the quality of higher education will not run effectively and efficiently without the support of adequate funds, whether they come from the government, the community, or the business world.

From the preceding definition, it can be deduced that quality management is a method of managing an organization that is comprehensive and integrated, aimed at continuously meeting customer expectations and achieving continuous improvement in all aspects of the organization's activities. Quality management seeks to enhance the quality of work, productivity, and efficiency by means of performance enhancement and work quality enhancement in order to develop products that satisfy or meet consumer requirements. In production management, there is a guarantee mechanism so that the products produced can meet quality standards. For this reason, quality control must be carried out from the beginning of planning. If quality control is carried out after the product is produced, it can face the risk of several products that do not meet the expected standards. In this paradigm, the major objective of quality management is to prevent and reduce the risk of errors in the manufacturing process by ensuring that each phase of the production process runs as smoothly as possible in accordance with established standards. Thus, quality management is not just trying to make the products produced meet quality standards but is more focused on how the production process can be carried out properly, following the procedures that should be carried out.

With a good production process, we will be able to produce a good product as well. Quality and quality education is the hope and dream of every citizen. Whether organized in an educational institution, society really hopes that students and their children get a quality education so they can compete in life. To answer the community's expectations, every higher education should always strive so that the education it manages can produce quality products that can satisfy customers. The provision of education can be compared to the manufacturing process in a firm (industry). However, educational institutions produce services rather than tangible goods. Consequently, educational institutions can be considered service businesses. From this perspective, the measure of the quality of higher education is the level of consumer satisfaction with the services provided. For that in a university can be said to be of quality if it has met the standards, the primary mission of an institution is to meet the needs and desires of its customers by following specific quality standards, not only in terms of the quality of graduates. Quality education is not only measured by the caliber of its graduates, but also by how well higher education meets and serves the needs of its customers in accordance with applicable quality standards.

There are internal consumers, such as professors and other workers, as well as exterior clients, such as students and parties unrelated to higher education. Thus, higher education is said to be of high quality if it is able to provide services that meet or surpass the expectations of lecturers, employees, students, and other parties such as funders, the government, and the workforce that employs graduates. To provide quality assurance, higher education must know precisely what its customers need. Higher education should always aim to achieve synergy among its numerous components in order to perform excellent management of the education it administers in order to fulfill its tasks and functions. Cooperation with all components of higher education in management must therefore be a top goal. Higher education is comprised of professors, employees, students, and the community. Cooperation with higher education aims to engage and empower students in organizational processes, decision-making, and problem-solving.

This type of educational reform grants higher education complete authority to organize instruction in a manner that ensures the products generated are environmentally compatible. Quality management stresses the broadest engagement of all educational components in decision-making, providing the broadest participation of all parties involved. This is meant to encourage their dedication to education and effectiveness in reaching higher education objectives. In the field of education, the success of quality management can be measured by

customer satisfaction. Higher education can be effective if it can provide services that meet the needs of "educational customers."

## The Importance of Quality Management in Education

Regional autonomy has an impact on the management of education in the regions. The implementation of educational independence is hoped to affect the growth of quality educational institutions positively. Every educational institution is expected to be able to explore regional resources and potentials based on local excellence. An unavoidable consequence of the decentralization of education, due to the very diverse culture and potential of the region, is the variety of graduates. Therefore, efforts to standardize quality and ensure that the implementation of education meets quality standards must focus on efforts to maintain and improve the quality of education nationally.

To ensure the implementation of education that adheres to quality standards, it is vital to regularly examine the feasibility and performance of higher education within the context of making improvements and enhancing its quality. According to Mohammad Ali, the assessment of the feasibility and performance on an ongoing basis cannot be separated from management, significantly higher education quality management, which has the main objective of preventing and reducing the risk of errors in the production process by ensuring that every step carried out during the production process can run as well as possible according to standards. It is clear from the preceding explanation that quality management plays a crucial role in guaranteeing the application of quality standardization and education quality. This is because activities in quality management are not just trying to make the products produced meet quality standards but are more focused on how the production process can be carried out properly, following the procedures that should be carried out to create products that satisfy customers, especially people who use educational services.

## CONCLUSION

Always related with the public is a policy. Public policies are decisions taken by public authorities at a strategic or general level that bind a large number of individuals. Performance is a worker's accomplishment in completing the duties and job allocated to him. Higher education quality management can be evaluated based on the amount of customer satisfaction. Higher education can be effective if it meets the needs of "educational customers" and produces desirable goods, especially for the general public.

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