

Digital Transformation of Public Administration in Higher Education Environment: A Case Study of Lombok Business Academy

Stiaman

Mahasiswa S2 Universitas Wiskita Dharma

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Abstract

This study aims to determine how the digital transformation process in public administration is implemented in a higher education environment, specifically at the Lombok Business Academy. The approach used in this study is a descriptive qualitative approach with a case study method. Data were collected through interviews, observations, and documentation. The results of the study indicate that the Lombok Business Academy has implemented a digital-based administration system through the use of the Academic Information System (SIKAD) and the Learning Management System (LMS). SIKAD makes it easier for students to access academic services such as filling out KRS and checking KHS, while the LMS is used to support the online learning process. This digital transformation has a positive impact on the efficiency, transparency, and quality of campus administrative services. However, several challenges, such as limited infrastructure, unequal digital literacy, and suboptimal system utilization, still require attention. This study illustrates that digital transformation in the higher education environment is an important step in realizing modern and adaptive educational governance.

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Corresponding Author:

Stiaman

Universitas Waskita Dharma

Email: tyank0220@gmail.com

1. INTRODUCTION

Background

In recent years, Indonesian universities have faced increasingly complex demands in public administration management. These demands stem from the need for efficiency, transparency, and accountability, as well as the desires of students, staff, and stakeholders. Other interests include fast and accurate administrative services. Digital transformation is considered a strategic solution capable of addressing these challenges.

Digital transformation in the context of public administration includes the application of Information and Communication Technology (ICT) to replace or improve traditional administrative processes such as document management, student registration, payments, academic services, human resource data management, and internal policy-making. Universities that adopt digital transformation will benefit not only from reduced bureaucratic burdens but also from improved service quality, user satisfaction (students, lecturers, and educational staff), and increased institutional competitiveness in the era of globalization and the industrial revolution 4.0.

Previous studies have shown that digital transformation in public administration has significant positive impacts, including: firstly, “Increasing transparency and public participation (or service users) through easier access to digital information and open public service processes” [1]. Next is “Reducing bureaucracy and accelerating public services by using digital platforms or applications” [2] and finally “Increasing operational efficiency,

especially in educational and academic administration management, through the digitalization of academic administration systems” [3].

However, digital transformation also faces various challenges, including:

1. Limited ICT infrastructure, both hardware and internet networks, is not evenly distributed across all regions. [4]
2. The competency of human resources (HR) administrative staff, lecturers, or leaders does not all have adequate digital skills[5]
3. Resistance to change in organizational culture that is accustomed to manual methods, concerns about data security, or lack of leadership support[6]
4. Regulations and policies that support digital transformation are sometimes inadequate or not followed by consistent implementation.

Lombok Business Academy, as a private higher education institution in Lombok, has the potential to significantly benefit from digital transformation. With a growing student population, reliable academic and administrative services will significantly enhance the institution's reputation and quality. However, to effectively implement digital transformation, Lombok Business Academy needs to understand its internal conditions, from infrastructure readiness and human resource competency to user acceptance (students and staff), to institutional policies.

Therefore, this study aims to examine the digital transformation process in public administration within a higher education environment, using the Lombok Business Academy as a case study. The research focuses on:

1. How digital transformation has been implemented in academic and administrative administration at the Lombok Business Academy.
2. What are the supporting and inhibiting factors in the transformation process?
3. The impact of digital transformation on efficiency, transparency, service quality, and user satisfaction (students, staff).
4. Recommended strategies to strengthen digital transformation in the future.

2. THEORETICAL BASIS

A. Digital Transformation in Digital Administration

Digital transformation is the process of integrating digital technology into all aspects of an organization, including the public administration sector. In public administration, digital transformation aims to improve efficiency, transparency, and the quality of public service. According to [7], digital transformation in government is not simply the use of new technology, but also involves fundamental changes in the structure, processes, and culture of the organization to create greater public value. This is relevant to universities, which act as public institutions providing educational services.

B. Public Administration in Higher Education Environment

Public administration in higher education encompasses all administrative service processes related to academic and non-academic matters, including registration, payments, archiving, lecturer services, and reporting systems. According to [8], effective public administration must place service at its core, emphasizing the values of accountability, efficiency, and participation. In the context of higher education, this means that institutions must be able to provide services that are easily accessible, transparent, and fast—something that is highly possible through digital transformation.

C. New Public Management (NPM) Theory and Digital Governance

Digital transformation in the public sector is often associated with the New Public Management (NPM) paradigm, which emphasizes efficiency, cost savings, and customer orientation (citizen as customer). [9] introduced this approach by proposing

that government bureaucracies should adopt private sector management principles to improve their performance. In its advanced version, Digital Era Governance (DEG), digital technology is used to cut bureaucracy, increase data transparency, and accelerate public services.

D. Teori TEO (Technology-Organization- Environment Framework)

The TOE (Technology-Organization-Environment) framework from [10] is a relevant theory in studying the adoption of digital technology in organizations. TOE explains that the three main elements that influence technology adoption are: (1) the technology itself (ease, complexity, compatibility); (2) organizational characteristics (scale, structure, human resources); and (3) the external environment (regulation, competitive pressure, stakeholder needs). In the context of digital transformation in higher education, TOE can be used to assess the readiness of institutions in implementing digital-based administrative systems.

E. Good Governance dan Smart Campus

Good governance is a fundamental principle in public sector governance, including higher education institutions. Principles such as transparency, accountability, participation, and effectiveness are crucial to achieving quality public administration. Digital transformation provides a means to achieve these principles through open and auditable electronic systems. According to UNESCAP (2009), good governance emphasizes the importance of systems that are responsive to community needs and capable of encouraging user involvement in the service process. Good Governance and Smart Campus.

In higher education, this concept has evolved into a smart campus, which is the application of digital technology not only in academic services, but also in infrastructure management, finance, and internal campus communications.

F. Digital Leadership

One of the important factors in the success of digital transformation is digital leadership. According to [11], digital leadership involves the leader's ability to understand the potential of technology and integrate it into the organization's strategic vision. In a campus environment, leaders such as the rector, heads of study programs, and heads of administrative bureaus have a key role in creating a digital culture, providing training, and leading change.

3. RESEARCH METHODS

This research uses a descriptive qualitative approach with a case study method. This approach was chosen because it aims to understand in depth how digital transformation is applied in public administration within the Lombok Business Academy environment. According to [12], a qualitative approach is used to understand phenomena holistically in a natural context, especially when the researcher is the primary instrument in collecting and analyzing data. Meanwhile, case studies allow researchers to explore a particular case in depth and detail [13]. This research was conducted at the Lombok Business Academy, a private university located in West Nusa Tenggara Province. Informants in this study were selected using purposive sampling techniques [14], namely the deliberate selection of informants based on the consideration that they understand and are directly involved in the digital transformation process on campus. Informants consist of:

1. Head of academic administration
2. Operator or manager of academic information systems
3. Lecturer system user
4. Students as recipients of administrative services

Data Collection Techniques: 1) In-depth interview, Interviews were conducted directly with key informants to obtain information regarding the planning, implementation, obstacles, and impacts of digital transformation in campus administration. 2) Participatory observation Researchers conducted direct observations of administrative service activities on campus, especially those based on digital, such as the use of SIKAD and Learning Management Systems. Data analysis was carried out qualitatively interactively following the model [15], which consists of three main stages: Data reduction: selecting and simplifying data from interviews, observations, and documentation. Data presentation: arranging data into narrative, tabular, and/or matrix forms to facilitate understanding. Concluding: making interpretations and meanings from the data that has been analyzed to answer the problem formulation. To ensure data validity, researchers used source triangulation and method triangulation techniques. Source triangulation was conducted by comparing information from various informants, while method triangulation was conducted by comparing the results of interviews, observations, and documentation. This technique aims to reduce subjectivity and ensure data accuracy.[16]

4. RESULTS AND DISCUSSION

A. Research Results

This research shows that the Lombok Business Academy (Akbi) has taken concrete steps in the digital transformation of public administration within the university. The application of information technology is carried out through two main systems:

1. Academic Information System (SIKAD)

SIKAD at Akbi is used to support online student academic services. This system allows students to:

- a. Fill out the Study Plan Card (KRS) online at the beginning of each semester.
- b. View the Study Results Card (KHS) directly after the grades are announced.
- c. Access academic information such as lecture schedules, lecturer data, and payment status.

2. Learning Management System (LMS)

To support distance learning and the digitalization of lectures, Akbi has also implemented an LMS. This platform is used by lecturers and students to:

- a. Uploading and accessing course materials.
- b. Conduct online discussions.
- c. Upload assignments and conduct online assessments.
- d. Conduct web-based quizzes or exams.

3. User Response

- a. From interviews with students and administrative staff, it was found that most users were satisfied with this change, mainly because:
- b. The administrative process becomes faster and more transparent.
- c. Access to services is not limited by time and place.
- d. Automatic availability of student's academic data history.

However, there are still several challenges, such as:

- a. Some students experience access difficulties due to limited devices or internet signals.
- b. Not all lecturers utilize LMS features to their full potential.
- c. Not all administrative services have been fully digitized.

B. Discussion

The digital transformation implemented by the Lombok Business Academy through SIKAD and LMS is in line with the concept of Digital Governance and Smart Campus, which emphasizes the use of information technology to improve the efficiency, effectiveness, and accountability of public services in the education sector.

According to [7], digital transformation in the public sector is not only about replacing manual systems with digital ones, but also involves changing work methods, organizational culture, and user-centricity. This is reflected in Akbil's efforts to provide a self-service system for students to manage their academic needs.

The SIKAD system serves as part of an academic management information system that supports the principles of efficiency and transparency in higher education public administration. In accordance with New Public Management theory, this system makes it easier for students to access services independently, quickly, and in a non-bureaucratic manner.[9]

On the other hand, the use of an LMS as a means for online lectures reflects an adaptation to the needs of post-pandemic digital learning. This supports the principles of good governance, demonstrating the responsiveness of educational institutions to the dynamics of the external environment and student needs.

However, in terms of challenges, the Technology-Organization-Environment (TOE) theory developed by [10] is also relevant. Digital transformation depends not only on technology, but also on organizational readiness (human resources, work culture), as well as environmental factors (internet access, policies, and student capabilities). Obstacles such as limited access and suboptimal utilization of LMS indicate that the elements of "organization" and "environment" still need to be strengthened.

C. Implications and Recommendations

These findings suggest that Akbil is on the right track in its digital transformation of public administration on campus. To support its sustainability and effectiveness, the researchers recommend:

1. Improving training for lecturers and staff to maximize the use of digital systems, especially the LMS.
2. Expanding the digitalization of other administrative services, such as student services, correspondence, and complaints.
3. Strengthening digital infrastructure, including internet bandwidth, servers, and data security.
4. Digital literacy and mentoring for students from areas with limited access.

5. CONCLUSION

Based on the research conducted, it can be concluded that the digital transformation of public administration at the Lombok Business Academy has been gradually underway and has shown a positive impact on the efficiency and quality of academic services. Through the implementation of the Academic Information System (SIKAD), students can access services such as completing their student study plan (KRS) and checking their student study plan (KHS) independently and efficiently, without having to go through time-consuming manual processes. Furthermore, the use of a Learning Management System (LMS) in online lectures also makes it easier for lecturers and students to access learning materials and manage the learning process digitally.

This transformation reflects the institution's commitment to adapting information technology to support good governance principles, such as transparency, accountability,

and accessibility. However, this process still faces several challenges, particularly related to human resource readiness and limited access to technology for some students.

Overall, the digitalization of public administration on campus not only accelerates the service process but also serves as the first step towards modern higher education governance that is responsive to the needs of the times.

6. SUGGESTION

Based on the research results and conclusions that have been presented, the researcher provides several suggestions that can be used as input for related parties, as follows:

a. For the Lombok Business Academy (Akbi)

Institutions are expected to continue developing and refining their existing digital systems, such as SIKAD and LMS. Regular evaluation of system performance and improvements to the quality of digital-based services are necessary to ensure they comprehensively cover all student administrative and academic needs.

b. For System Administrators and Administrative Staff

Researchers recommend that regular training and mentoring be provided to all administrative staff and lecturers to improve their competence in using technology and ensure that all features in the system are used optimally.

c. For Students

Students are expected to utilize the provided digital systems effectively and actively provide feedback to the campus for future service improvements. Students' digital literacy also needs to be improved so they are not merely passive users but are able to adapt quickly to technological changes.

d. For Further Researchers

This research still has limitations in scope and qualitative approach. Therefore, it is recommended that future researchers conduct further research using a quantitative or mixed-methods approach to obtain more comprehensive and generalizable results.

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