

# Digital Transformation Through Management Information Systems: Opportunities and Challenges for Islamic Value-Based Organizations

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**Abstract:** Digital transformation has become a strategic necessity for modern organizations, including Islamic value-based organizations that are required to remain adaptive without abandoning sharia principles. This study aims to analyze the role of Management Information Systems (MIS) in digital transformation, identify opportunities and challenges for their implementation, explore patterns of Islamic value integration, and formulate a contextual MIS adoption model. The method used is a qualitative approach through literature studies using content analysis and thematic analysis techniques of various scientific sources and institutional reports. The results show that MIS plays a key role in improving operational efficiency, the quality of data-driven decision-making, and organizational transparency. MIS implementation opens up opportunities for increased innovation, efficiency, and accountability, but is faced with challenges such as cultural resistance, limited digital literacy, and gaps in the integration of Islamic values that are still symbolic. Therefore, an integrative approach is needed through holistic, contextual, and cultural patterns so that Islamic values are substantively internalized in the system. This study produces a value-based MIS adoption model that emphasizes the balance between technological readiness, organization, and the principles of maqasid al-shariah. The implications of this research provide a conceptual contribution in developing a digital transformation framework based on Islamic values that is adaptive, ethical, and sustainable.

**Keywords:** Digital Transformation; Islamic Values Integration; Management Information Systems; MIS Adoption.

## **Introduction**

Along with global developments in the information era, society has undergone dynamic pattern shifts, in which humans experience transformations in ways of living, thinking, and engaging in digital transformation through Management Information Systems in accordance with the evolution of the times. Within an organization, a Management Information System (MIS) serves as a structured mechanism for converting data into useful information that facilitates operational activities, coordination, and informed decision-making (Hariyanto, 2016). A Management Information System (MIS) extends beyond simple computerization by integrating people, processes, and technology to transform data into valuable information. Through the effective development and application of information systems, MIS supports organizational operations, facilitates decision-making, and contributes to the achievement of strategic objectives (Oktaviyana et al., 2023).

In the Industry 4.0 era, data speed is key. Modern organizations utilize MIS for automation, cost efficiency, and transparency. However, this is not implemented by certain organizations, including those based on Islamic values, which often still rely on manual information systems rather than digital ones due to concerns about cultural shifts in the digital era or difficulties in aligning digital systems with Sharia principles. This is also highlighted in data and reports from the National Amil Zakat Agency (BAZNAS), which state that although the digitalization of *zakat* continues to be promoted, a large proportion of small-scale Amil Zakat Institutions (LAZ) and Zakat Collection Units (UPZ) in regions still use manual or semi-digital management systems (spreadsheet/Excel) (Pusat Kajian Strategis BAZNAS, 2021). Therefore, this research is crucial to bridge this gap by developing a digital transformation model that not only emphasizes technical efficiency but also remains grounded in Islamic ethical principles. The results of this study are expected to serve as a strategic reference for Islamic value-based organizations in navigating digitalization barriers to achieve modern, transparent, and accountable governance.

Various previous studies indicate that digital transformation and the role of Management Information Systems (MIS) have become key focuses in multidisciplinary research. A study by Verhoef et al. (2021) emphasizes that digital transformation is not limited

to technology adoption, but encompasses comprehensive changes in business models, strategies, and organizational structures (Mursid et al., 2026). Awang and Deli (2025) highlight a transformation in the function of MIS, emphasizing its emergence as a strategic organizational resource that utilizes big data and artificial intelligence to generate insights and support evidence-based decision-making. Other studies highlight that MIS significantly contributes to improving operational efficiency, decision quality, and organizational competitiveness in the digital era. In the context of Islamic education, MIS is even positioned as the backbone of institutional transformation capable of enhancing service quality and governance in a more transparent and accountable manner.

Furthermore, several studies examine the opportunities and challenges of MIS implementation, particularly in Islamic education-based organizations. Ropik and Rosadi (2025) found that MIS implementation offers opportunities such as ease of access to information, improved administrative efficiency, and strengthened monitoring systems; however, it also faces constraints such as limited resources, resistance to change, and data security issues. Research by Abidin et al. (2025) also reveals a gap between the demands of digital transformation and the ability of institutions to implement it optimally, mainly due to limitations in infrastructure and digital literacy. Meanwhile, a study by Dalle and Prabowo (2025) highlights that the integration of Islamic values in MIS tends to remain symbolic and has not yet addressed substantive aspects based on *maqasid al-shariah*, thus failing to guide digital transformation holistically. In general, prior literature has discussed the roles, opportunities, and challenges of MIS, but remains fragmented across technological, managerial, and contextual approaches.

Based on this review, there is a significant research gap. First, most studies still separate the technological aspects of MIS from the integration of Islamic values, resulting in the absence of a comprehensive conceptual framework for value-based digital transformation. Second, previous research tends to focus on specific sectors or contexts (such as education or general organizations), without developing an MIS adoption model specifically tailored for Islamic value-based organizations. Third, there is still limited research that simultaneously integrates five key aspects, namely the role of MIS, opportunities, challenges, integration of

Islamic values, and adoption models, within a comprehensive analytical framework. This study advances existing knowledge by reframing MIS as a mechanism for organizational development grounded in Islamic values rather than solely as a technological system. Furthermore, it proposes an adoption framework that emphasizes contextual relevance, adaptability, and value integration to support sustainable organizational transformation.

This study focuses on analyzing digital transformation based on Management Information Systems (MIS) in organizations grounded in Islamic values, with the aim of identifying implementation opportunities and challenges, analyzing how Islamic values can be substantively integrated into the digitalization process, and formulating a contextual and literature-based MIS adoption model. Specifically, this research seeks to address several key questions: how MIS contributes to driving digital transformation in Islamic value-based organizations; what strategic opportunities can be leveraged from MIS implementation; what major challenges are encountered from cultural, structural, and value-based perspectives; how technology can be integrated without compromising Islamic principles; and what MIS adoption model is most suitable to support effective digital transformation aligned with these values.

## **Results**

### **The Role of Management Information Systems in Digital Transformation**

Amid challenges related to security and privacy, adaptation and innovation are key to the successful implementation of Management Information Systems (MIS) in the digital age (Nuryana et al., 2024). MIS plays a strategic role in transforming organizational data into valuable information that supports managerial decisions. Through the integration of technology, processes, and information resources, organizations can achieve greater operational effectiveness, respond more quickly to emerging challenges, and leverage digital innovations such as artificial intelligence, data analytics, and big data to drive transformation efforts (Nadia Nadia & Muhammad Irwan Padli Nasution, 2024).

Digital transformation is an organizational change that encompasses strategy, human resources, technology, and digital services. In this process, Management Information Systems

play a role in integrating business functions, managing information quickly and accurately, and providing real-time data to support decision-making. Thus, MIS helps organizations respond to digital changes and ensures that transformation focuses not only on technology, but also on business processes (Chen et al., 2025).

Information systems management plays a crucial role in digital transformation through the use of big data and artificial intelligence. Big data-based information systems help improve efficiency, understand user needs, and strengthen competitiveness, while AI-based information systems support predictive analytics, automation, and strategic recommendations. This boosts productivity, reduces errors, and accelerates decision-making (Saputra et al., 2024).

The integration of digital technology through Management Information Systems enables organizations to manage and distribute information in an integrated manner to support data-driven decision-making. The use of technological innovations in MIS also helps improve operational efficiency, enhance coordination, and boost organizational productivity. Therefore, Management Information Systems are a critical component in supporting digital transformation and improving organizational performance (Sarianja & Veri, 2025).

### **Opportunities for Implementing Management Information Systems**

Digital transformation has increased the importance of MIS as a strategic enabler of organizational efficiency. By supporting the modernization of workflows and reducing process complexity, MIS allows organizations to achieve more effective and streamlined operations. As digital technology becomes an integral part of operations, organizations can reduce expenses in the medium and long term while accelerating the flow of information within the organization. The benefits extend beyond the automation of routine tasks; they also foster innovation in organizational models, ensuring the organization remains competitive in an ever-changing market (Reis & Melao, 2023).

On the other hand, a flexibly designed MIS empowers leaders to make decisions based on more accurate and measurable data. Through real-time, large-scale data analysis, an ERP system enables more dynamic performance monitoring and greater responsiveness to

unpredictable changes in the external environment. This encourages organizations to move away from conventional, rigid management styles and adopt more responsive systems, where every strategic decision is supported by valid data to ensure organizational resilience (Cosa, 2024).

The implementation of an ERP system also touches on the “softer” aspects of an organization, such as work culture, leadership style, and the digital capabilities of human resources. Investing in digital systems drives improvements in employee competencies while fostering a more collaborative and open work environment. In organizations grounded in specific values, this is crucial for aligning organizational ethics with existing technological infrastructure, ensuring that the advantages achieved stem not merely from the tools used, but also from the readiness of people to adapt to change with agility (Cyfert, 2025).

Furthermore, integrating SIM into digital transformation strategies creates opportunities to foster new values and strengthen stakeholder trust through greater transparency. With a fully interconnected system, organizations can deliver more satisfying experiences to customers or members while ensuring operational sustainability through responsible governance. If these opportunities are managed with a mature vision of digital leadership, they will serve as a strong foundation for the organization to continue growing and making a tangible impact amid rapid technological advancements.

In the context of organizations grounded in Islamic values, the implementation of an ERP system is not merely viewed as a technical upgrade, but also as a means to reinforce fundamental principles such as honesty, responsibility, and trust (*amanah*). The digitization of management creates a more transparent and accountable ecosystem, where systematic data management can mitigate the risk of information misrepresentation. Thus, information technology serves as a supporting tool in upholding Islamic business ethics, ensuring that every operational process aligns with the principle of the common good for all stakeholders (Fatkurohim et al., 2025).

Furthermore, digital transformation through an ERP system opens significant opportunities for Islamic organizations to expand the reach of their *da'wah* and promote economic inclusion more effectively. By integrating Islamic values into technological design,

a management model can be established that is not only competitive but also preserves Islamic identity amidst the tide of globalization. These opportunities range from more optimal management of resources such as zakat and waqf to the improvement of fairer and more equitable service quality. The synergy between technological innovation and the mission of serving the public good serves as the foundation for Islamic organizations to build sustainable, just, and adaptive systems in the digital age.

### **Challenges of Implementing Management Information Systems**

The implementation of Management Information Systems (SIM) in the digital transformation of organizations based on Islamic values is not only technical, but also requires adjustment to Islamic values. Information systems are based on rational-instrumental logic that emphasizes efficiency and performance, while Islamic organizations are oriented towards ethics and spirituality. Studies show that there is a gap between the adoption of technology and the internalization of Islamic values (Delle & Prabowo, 2025), so that digitalization often does not touch the substantive aspect and has the potential to reduce the meaning of the organization to just an administrative entity. Therefore, a maqashid sharia-based approach is important so that the implementation of SIM remains in line with the benefits (Delle & Prabowo, 2025).

Cultural challenges are also a major obstacle, especially in organizations with strong traditions that tend to be resistant to digitalization (Susilo & Susanto, 2024). In addition, low human resource readiness and technological literacy are the main inhibiting factors (Rahmatullah & Nugraha, 2024), so the question lies more in human readiness than in technology. On the other hand, aspects of data security and information ethics are crucial, because in addition to supporting decision-making, information systems also carry risks to data security and integrity (Istiqomah & Nasution, 2025). Structural and managerial challenges also affect the success of implementation, as digital transformation requires visionary leadership and strategic policies. Without the commitment of the leadership, SIM tends to be only administrative, while the demands of globalization demand adaptation without abandoning Islamic values. This underscores the importance of a balance between

technological innovation and value preservation. SIM implementation is an all-encompassing transformation that includes values, culture, and organizational structure. The integration of technology and values requires a technical and philosophical approach to remain fair and benefit-oriented and adaptive governance is needed, with the application of algorithmic justice (hifzh al-'aql), data protection (hifzh al-mal), and a value-sensitive design approach so that the values of monotheism, justice, and transparency are integrated.

### **Islamic Value Integration Pattern**

The integration of Islamic values into digital transformation through information management systems (IMS) is a strategy that elevates Islamic principles to the status of a primary foundation, rather than a secondary one. In the digital age, Islamic organizations must not only keep pace with technological advancements but also be capable of integrating Islamic identity and principles into every aspect of their operations. Conceptually, integration means incorporating spiritual elements, moral and social values such as professionalism (itqan), responsibility (mas'uliyah), justice ('adl), and honesty (şidiq) into every organizational structure and process. The integration of Islamic values cannot be achieved solely through religious symbolism, such as the inclusion of Quranic verses or hadiths, but must also be manifested in real-life practices that reflect Islamic ethics in decision-making processes, data management, and interactions among group members (Anggraini et al., 2025).

Management information systems serve as strategic tools in digital transformation, aiding value-based decision-making processes in addition to managing data. By utilizing evaluation systems grounded in ethics, data transparency, and performance accountability, management information systems enable organizations to implement Islamic values. Digitalization makes manual administrative processes more efficient, organized, and real-time, making it easier for companies to consistently apply Islamic principles (Mukhtar et al., 2025).

The patterns of integrating Islamic values into management information systems can be classified into several main approaches, as follows (Pratiwi et al., 2025):

1. The holistic approach, which involves integrating Islamic values throughout the entire system cycle, from planning and implementation to evaluation. This method uses Islamic values as the foundation for development, ensuring that ethical and moral aspects are always considered in decision-making. For example, the principles of honesty and justice must be applied in data management to prevent data misuse or abuse. This method emphasizes that technology is not neutral; rather, it must be used for purposes consistent with Islamic principles.
2. A contextual and adaptive approach, which emphasizes that the application of Islamic values must be adaptable to technological advancements and the needs of modern organizations. Islamic organizations can leverage technological developments, particularly in the areas of big data, artificial intelligence, and fintech, to optimize performance, increase efficiency, and strengthen their ability to compete in the digital era. However, technology must be used in accordance with Sharia to avoid contradicting Islamic principles such as *riba*, *gharar*, and *maisir*. Thus, the integration of Islamic values must be flexible while maintaining the essence of Islamic teachings.
3. The cultural approach involves integrating Islamic values through the establishment of a values-based organizational culture. In this approach, Islamic values become an integral part of the behavior and actions of all organizational members. This is achieved through performance monitoring systems, internal communication grounded in ethical values, and transparent reporting. Research on Pratiwi et al. (2025) indicates that organizational culture and the readiness of human resources to embrace digital change are crucial for the success of integration.

The integration of Islamic values into information management systems can also be achieved through organizational education, particularly in Islamic schools, by incorporating cognitive, practical, and spiritual aspects using digital technology-based methods such as Contextual Teaching and Learning (CTL), Problem-Based Learning (PBL), and Project-Based Learning (PjBL). This approach has the potential to contextualize Islamic values, thereby enhancing management quality and the character of organizational members. However, there

are implementations that still face challenges such as human inability to integrate technology and knowledge, resistance to change, and limitations (Mustofa. F et al., 2024).

Furthermore, the integration of Islamic values can serve as a competitive advantage by enhancing public trust in organizations that prioritize ethics in technology use. To achieve optimal results, sustainable strategies are required, such as developing value-based systems, enhancing human resource capacity, policy support, and collaboration among various stakeholders. Overall, this integration is a complex process encompassing technical, moral, cultural, and social aspects, thus requiring a holistic, adaptive, and sustainable approach so that organizations can become more effective, integrity-driven, and prepared to face digital transformation (Sudarmanto et al., 2024).

### **Management Information System Adoption Model**

Organizational efficiency and strategic decision-making in the digital age are increasingly supported by the effective use of MIS. However, realizing these benefits is contingent upon successful system adoption, which is influenced by a combination of technological, behavioral, and organizational factors. Because the characteristics of each organization differ, various theoretical models are needed to predict and explain how technology can be optimally adopted. These models include the following.

#### **1. Diffusion of Innovation (DOI)**

The DOI framework developed by Rogers emphasizes that innovation adoption occurs through a diffusion process in which new ideas are transmitted across a social group. Whether an innovation is accepted depends largely on how potential users evaluate its relative benefits, consistency with their needs and values, ease of use, opportunities for experimentation, and the visibility of its outcomes. Although DOI is highly effective in explaining pre-adoption stages at the individual level, this model has limitations in comprehensively explaining organizational adoption processes without integration with other theories (Azizah, 2024).

2. Technology Acceptance Model (TAM)

TAM is an extension of the Theory of Reasoned Action (TRA) that focuses on user perceptions. Its two main constructs are Perceived Usefulness and Perceived Ease of Use. Both directly influence users' attitudes and behavioral intentions regarding system use. Although validated as a robust model at the individual level, TAM often overlooks social and contextual factors, necessitating integration with other models to enhance its analytical capabilities (Nofita & Sebastian, 2022).

3. Theory of Planned Behavior (TPB)

TPB emerged to address limitations in explaining behavior that is not entirely voluntary. This model states that human actions are guided by three beliefs: behavioral beliefs (which generate attitudes), normative beliefs (which generate social pressure/subjective norms), and control beliefs (Perceived Behavioral Control). TPB is highly effective in predicting adoption within organizations where system usage may not be fully under the user's control (Ajzen, 1991).

4. Technology-Organization-Environment (TOE)

The TOE framework analyzes innovation adoption from an organizational perspective through three dimensions: technological context (internal and external technology availability), organizational context (size, structure, and human resource quality), and environmental context (industry, competition, and government regulation). The strength of TOE lies in its ability to explain the impact of specific attributes within the corporate ecosystem that are not covered by individual user acceptance models (Hameed & Arachchilage, 2017).

5. Unified Theory of Acceptance and Use of Technology (UTAUT)

UTAUT integrates various theories to provide a comprehensive picture of intentions and technology usage behavior. Technology acceptance within the UTAUT framework is primarily explained by four dimensions: performance expectancy, effort expectancy, social influence, and facilitating conditions. The model further recognizes that demographic and experiential factors, particularly age, gender, and prior experience, may alter the strength of these relationships across various technological environments,

including e-learning platforms, financial transaction systems, and healthcare services (Puspitasari et al., 2019).

## **Discussion**

Digital transformation through Management Information Systems (MIS) in organizations grounded in Islamic values demonstrates that the role of MIS is no longer merely an administrative tool but has evolved into a primary driver of comprehensive organizational change. The findings of this study reveal that MIS's ability to integrate data, accelerate the flow of information, and provide a robust analytical foundation fosters the emergence of more adaptive and evidence-based decision-making patterns. This arises because the pressures of the digital environment demand that organizations respond to changes quickly, while MIS provides the infrastructure that enables such responses to be carried out systematically. In the context of Islamic value-based organizations, this function becomes increasingly significant because efficiency and speed are positioned not only as managerial goals but also as means to improve service quality and accountability in alignment with the principle of amanah.

On the other hand, the opportunities arising from the implementation of an ERP system cannot be separated from the organization's internal dynamics, particularly the readiness of human resources and the work culture. Findings indicate that digitalization creates opportunities for improved efficiency, transparency, and organizational innovation, yet simultaneously presents challenges such as cultural resistance and digital literacy gaps. This situation arises because digital transformation is not merely a technological shift but a paradigm shift in work practices that impacts values, habits, and organizational structures. Furthermore, the integration of Islamic values into SIM tends not to be fully substantive as it remains dominated by a symbolic approach. Therefore, there is a need to develop a more holistic integration model, where values such as justice, honesty, and responsibility are not merely normative attributes but are internalized within system design, data governance, and decision-making processes.

The results of this study reinforce the view of Verhoef et al. (2021), who state that digital transformation is a multidimensional change encompassing an organization's strategy, structure, and business model. These findings are also consistent with Awang and Deli (2025), who positions the MIS as a data-driven strategic system, rather than merely an operational tool. However, this study expands upon that understanding by demonstrating that in organizations grounded in Islamic values, the dimensions of transformation are not merely structural and technological but also normative-spiritual. Thus, digital transformation should not be understood merely as a process of modernization but also as a process of re-actualizing values within a digital context.

In line with the findings of Ropik and Rosadi (2025), this study confirms that the implementation of an MIS offers significant opportunities for improving administrative efficiency and the quality of decision-making. However, this study also expands upon those findings by demonstrating that these opportunities are highly dependent on an organization's ability to manage non-technical aspects, such as organizational culture and human resource readiness. Meanwhile, the findings of Abidin et al. (2025) regarding infrastructure limitations and digital literacy are also confirmed; however, this study adds that the main issue lies not only in resource constraints but also in the lack of readiness to integrate technological changes with the organizational values held by the organization.

Furthermore, the findings of this study are closely related to the work of Dalle and Prabowo (2025), which highlights the weak integration of Islamic values into information systems, an integration that remains largely symbolic. This study not only reinforces those findings but also offers an expansion by formulating integration patterns based on holistic, contextual, and cultural approaches. This approach demonstrates that the integration of Islamic values must be implemented from the system design stage through to evaluation, rather than merely being added as a supplementary element. Thus, this study contributes to bridging the gap between technological and normative approaches, which have traditionally tended to operate separately in the literature.

This article presents an integrative conceptual framework that combines five key dimensions, the role of MIS, opportunities, challenges, the integration of Islamic values, and

adoption models, into a cohesive analytical framework. The novelty of this research lies in the formulation of a value-based MIS adoption model that not only adapts technology adoption theories such as TAM, TOE, and UTAUT but also integrates them with the principles of maqashid al-shariah as a normative foundation. This model presents a new perspective that the success of digital transformation in Islamic value-based organizations is determined by the balance between technological readiness, organizational readiness, and value alignment, which has not yet been comprehensively formulated in previous research.

The implementation of an Integrated Management System (IMS) in organizations grounded in Islamic values requires a strategy that focuses not only on strengthening technological infrastructure but also on developing human resource capacity, fostering an adaptive digital culture, and formulating policies that ensure the sustainable integration of values. These efforts can be achieved through digital literacy training, strengthening transformational leadership, and developing systems that incorporate Islamic ethical principles in data and information management. However, this study is still limited to a literature-based conceptual approach, so it has not empirically tested the effectiveness of the proposed model in the context of real organizations. Therefore, future research is expected to test this model through field studies or quantitative approaches to obtain more comprehensive validation.

## **Materials and Methods**

This study adopts a qualitative research approach and employs a descriptive-analytical literature review to explore digital transformation through Management Information Systems (MIS) within organizations that operate based on Islamic values. The research focus is directed at exploring concepts, findings, and trends related to the opportunities and challenges of MIS implementation in supporting the effectiveness and sustainability of Islamic organizations in the digital era. The data used are secondary data obtained from various relevant and credible literature sources.

1. Data Sources:

- Scientific journal articles indexed in databases such as Scopus, Sinta, and Google Scholar that discuss Management Information Systems, digital transformation, and Islamic organizations.
- Official reports from related institutions such as BAZNAS, OJK, and the Ministry of Religious Affairs.
- Books and academic publications relevant to the research topic.
- The criteria for literature used in this study include relevance to the topics of MIS, digital transformation, and Islamic organizations, and preference is given to recent publications within the last 5 years.

2. Analysis Techniques :

- Content Analysis: Identifying patterns, concepts, and important information contained in the literature reviewed.
- Thematic Analysis: Grouping data into main themes such as opportunities, challenges, and models of implementing digital transformation based on MIS in Islamic organizations.
- The stages of data analysis are carried out through the process of data reduction, followed by theme categorization, and concluded with synthesis and interpretation to produce comprehensive conclusions in accordance with the research objectives.

## **Conclusions**

The study demonstrates that MIS functions as a critical component in advancing digital transformation within Islamic value-based organizations. Its contribution extends beyond enhancing efficiency and the quality of decision-making processes to fostering transparent and accountable governance that aligns with the Islamic principle of trustworthiness. MIS implementation opens up significant opportunities for efficiency, innovation, improved service quality, and strengthened organizational governance. However, challenges faced include cultural resistance, limited digital literacy, human resource readiness, and the gap between technology implementation and the internalization

of Islamic values, which still tend to be symbolic. Therefore, the integration of Islamic values needs to be substantively implemented through a holistic, contextual, and cultural approach so that values such as justice, honesty, and responsibility are internalized in organizational systems and processes. This research also produces a values-based MIS adoption model that emphasizes the balance between technological readiness, organizational readiness, and alignment with the principles of maqasid al-shariah as the foundation for sustainable and ethical digital transformation.

For academics, further research is recommended to empirically test the proposed values-based MIS adoption model to obtain stronger validation in various Islamic organizational contexts. For practitioners and organizations, an integrated implementation strategy is needed through improving digital literacy in human resources, strengthening transformational leadership, and developing systems that accommodate Islamic ethical principles from the design stage through evaluation. Meanwhile, for the government and policymakers, regulatory support, digital infrastructure, and mentoring and training programs are needed to accelerate the digital transformation of organizations based on Islamic values in an inclusive and sustainable manner. Collaboration between academics, practitioners, and the government is key to ensuring that MIS implementation is not only technically effective but also aligned with Islamic values and has a broad social impact.

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