



Development of Management Information Systems In The Digital Era

Halim Wijaya^{1*}, Muhammad Irwan Padli Nasution²

¹² Universitas Islam Negeri Sumatera Utara

Email: Alrobbynurilham12@gmail.com

Abstract

Technological transformation in the digital era encourages organizations to adopt Management Information Systems (MIS) that are increasingly responsive, integrated, and data-driven. This study aims to analyze how MIS development is carried out in the digital era and identify the factors that influence its successful implementation. The research method applies a literature review combined with descriptive analysis of contemporary system development models, including the use of cloud computing, big data analytics, and the integration of web-based platforms with mobile applications. The findings indicate that modern MIS development is not limited to improving operational efficiency but also focuses on the ability of systems to generate real-time information, enhance service quality, and strengthen organizational adaptability in responding to rapid business dynamics. The study also highlights that the success of MIS implementation is strongly affected by human resource competence, information security readiness, and the maturity of information technology governance within the organization. Overall, this research concludes that organizations must adopt sustainable MIS development strategies, prioritize continuous improvement, and encourage innovation to remain competitive in the face of digital transformation. A proactive approach to technology adoption and effective governance becomes essential for maximizing the strategic value of MIS in the modern business environment.

Keywords: *Management Information System (MIS), Digital Transformation, System Development.*

Abstract: Transformasi teknologi di era digital mendorong organisasi untuk mengadopsi Sistem Informasi Manajemen (MIS) yang semakin responsif, terintegrasi, dan berbasis data. Penelitian ini bertujuan untuk menganalisis bagaimana pengembangan MIS dilakukan di era digital dan mengidentifikasi faktor-faktor yang mempengaruhi keberhasilan implementasinya. Metode penelitian menerapkan tinjauan literatur yang dikombinasikan dengan analisis deskriptif model pengembangan sistem kontemporer, termasuk penggunaan komputasi awan, analitik big data, dan integrasi platform berbasis web dengan aplikasi seluler. Temuan tersebut menunjukkan bahwa pengembangan MIS modern tidak terbatas pada peningkatan efisiensi operasional tetapi juga berfokus pada kemampuan sistem untuk



menghasilkan informasi secara real-time, meningkatkan kualitas layanan, dan memperkuat kemampuan beradaptasi organisasi dalam merespon dinamika bisnis yang cepat. Studi ini juga menyoroti bahwa keberhasilan implementasi MIS sangat dipengaruhi oleh kompetensi sumber daya manusia, kesiapan keamanan informasi, dan kematangan tata kelola teknologi informasi dalam organisasi. Secara keseluruhan, penelitian ini menyimpulkan bahwa organisasi harus mengadopsi strategi pengembangan MIS yang berkelanjutan, mengedepankan perbaikan berkelanjutan, dan mendorong inovasi agar tetap kompetitif dalam menghadapi transformasi digital. Pendekatan proaktif terhadap adopsi teknologi dan tata kelola yang efektif menjadi penting untuk memaksimalkan nilai strategis MIS dalam lingkungan bisnis modern.

Kata kunci: *Sistem Informasi Manajemen (MIS), Transformasi Digital, Pengembangan Sistem.*

INTRODUCTION

The rapid development of information technology has transformed the way organizations operate, interact, and compete. In today's digital era where complexity, speed, and disruption have become the norm Management Information Systems (MIS) are no longer viewed merely as tools that support day-to-day operations. Instead, MIS has evolved into a strategic backbone that shapes how organizations innovate, respond to market demands, and compete on a global stage. The ability to manage data, enhance operational efficiency, and strengthen the customer experience gives MIS a key role in building organizational competitiveness. (Baehaqi et al., 2023)

At its core, a Management Information System (MIS) refers to a structured combination of procedures, methods, and technologies designed to collect, process, store, and distribute information to various stakeholders within an organization. The coverage of MIS is broad, ranging from basic transaction processing systems to advanced analytical platforms that support complex decision-making. Through the integration of technology and managerial needs, MIS enables companies to produce accurate, relevant, and timely information information that becomes a critical ingredient for strategic decisions. (Tiara Lubis et al., 2025)

The importance of MIS becomes even more evident as organizations navigate the digital age. Companies capable of adapting to rapid technological advancements tend to achieve stronger competitive advantages. Information systems empower organizations to stay aligned with new technological trends, streamline business processes, and deliver higher-quality services to customers. Deeper understanding of MIS the concepts, functions, and strategic implications helps organizations optimize performance, improve productivity, and achieve business goals more effectively . (Permana et al., 2023)

In the business context, MIS plays a role that goes far beyond data management. It provides solutions to various operational and strategic challenges, whether related to reducing production costs, improving service

quality, or designing more adaptive business strategies. MIS also encourages companies to be more proactive in identifying economic opportunities emerging from new technologies. Moreover, this system assists in maintaining the capability and quality of human resources by facilitating continuous evaluation of skill requirements and performance. Access to accurate, real-time information enables business owners and managers to create more analytical planning, monitor organizational performance, and determine whether existing systems require improvement or expansion. (Saputra et al., 2023)

However, the integration and development of MIS in the digital era come with their own set of challenges. One of the most significant obstacles is the rapid pace of technological change. Innovations emerge continuously, and companies must be able to identify which technologies are strategically relevant before competitors take the lead. Falling behind in technology adoption can weaken competitiveness and limit growth potential. (Devara Putri & Ahmad Taufik, 2024)

In addition, implementing digital technologies often requires substantial investment. This includes direct costs such as purchasing hardware and software, as well as indirect expenses like employee upskilling, system maintenance, and organizational restructuring. For many small and medium-sized enterprises, these financial demands can become a considerable barrier. Beyond the financial aspect, digital technologies also require specialized knowledge. Not all organizations have human resources equipped with the digital literacy and technical expertise needed for sophisticated information systems. This situation forces organizations either to conduct extensive training or to recruit new talent with the required competencies both of which demand time, planning, and additional resources. (Vitianingsih et al., 2024)

Another challenge lies in ensuring data security and privacy. As organizations increasingly depend on digital systems to process large volumes of sensitive information, the risk of cyberattacks, data breaches, and system vulnerabilities also grows. Maintaining secure systems is no longer an optional concern but a core requirement to protect organizational integrity and customer trust. Thus, companies must consistently update their security protocols, implement strong governance mechanisms, and foster a culture of cybersecurity awareness among employees. (Yuridis et al., 2025)

Given these opportunities and obstacles, research on MIS development in the digital era becomes increasingly important. Understanding how organizations adopt, develop, and optimize MIS is essential for identifying strategic actions that can improve long-term performance. This study is expected to offer a comprehensive overview of MIS development and highlight the challenges that organizations commonly encounter. By examining issues such as information security, system implementation barriers, and the need for stronger human resource competencies, this research aims to support

organizations in formulating more effective strategies to maximize the potential of MIS.

The results of this study are expected to offer valuable contributions both practically and academically. For business practitioners, the findings can serve as a reference to improve system implementation, strengthen digital transformation efforts, and support more accurate decision-making. For academics and researchers, this study provides fresh insights into the evolving role of MIS within the fast-changing modern business environment. The synthesized findings are also anticipated to form a solid foundation for developing policies and strategies that enhance organizational sustainability and competitiveness in an increasingly dynamic and digitally driven marketplace.

METHOD

This research employs a literature review method by examining a range of relevant journal articles that discuss the development of Management Information Systems (MIS) in the digital era. The research process begins with determining the main focus of the study, ensuring that the scope aligns with the current issues surrounding MIS transformation in organizations. After establishing this focus, the researcher collects articles from credible academic sources and then conducts a screening process to ensure that each selected article meets predetermined criteria, particularly in terms of information accuracy, methodological quality, and relevance to the research topic.

Once the most suitable articles are selected, each source is analyzed in depth to identify its key findings, arguments, theoretical contributions, and practical implications. This analytical phase allows the researcher to understand how MIS has evolved in response to digital advancements, what challenges organizations face during implementation, and what strategies are recommended to optimize system development. The insights gathered from these studies are then synthesized, enabling the researcher to construct a comprehensive and integrated understanding of MIS development in the digital era. The literature review method is chosen because it provides the researcher with broad access to existing scientific knowledge and allows the identification of trends, opportunities, and emerging issues related to MIS. Through this approach, the study not only builds on prior research but also ensures academic integrity by referencing all information appropriately. Overall, this method supports the development of a strong theoretical foundation to better understand MIS transformation and its implications for modern organizations.(Adiguna et al., 2024)

RESULTS AND DISCUSSION

Based on the analysis conducted, the development of Management Information Systems (MIS) in the digital era demonstrates a significant

increase in both dynamics and complexity. The rapid evolution of digital technologies has fundamentally reshaped how organizations design, implement, and utilize MIS. This study confirms that organizations capable of adopting modern, technology-based MIS tend to possess stronger competitive capabilities compared to those that rely on more conventional, legacy systems. The adoption of advanced technologies including cloud computing, Big Data analytics, Artificial Intelligence (AI), and the Internet of Things (IoT) has emerged as a major force driving MIS transformation toward systems that are more adaptive, efficient, and deeply data-driven.(Cepi Hidayatuloh & Dety Mulyanti, 2023)

Cloud Computing as a Catalyst for MIS Transformation

One of the most prominent findings of this study is the central role of cloud computing in accelerating MIS modernization. Cloud computing offers a wide range of strategic advantages for organizations, including reduced operational costs, improved flexibility, and easier integration between multiple business applications (Aryani, 2024). Instead of relying on traditional, on-premise systems that are costly and difficult to scale, organizations can now store, manage, and access data through distributed cloud environments.(Irwan Syahib, 2023)

This shift has fundamentally changed how MIS functions. The system is no longer restricted to internal office networks; it can now be accessed from virtually any device or location. This capability is particularly valuable as hybrid and remote work arrangements become increasingly common. Cloud-based MIS not only improves operational efficiency but also supports organizational agility an essential attribute in the fast-changing digital era.

The Shift from Manual Systems to Intelligent, Analytical MIS

Historically, Management Information Systems mainly served as tools to store and retrieve basic information, often with limited capacity and manual processes. However, the emergence of Big Data and AI has dramatically expanded MIS capabilities. Modern systems now play an active role in analytic processing, predictive modeling, and strategic decision support.

AI particularly machine learning technologies enables MIS to learn from historical data, detect patterns, and anticipate future trends with a high degree of accuracy. This allows managers to make more informed decisions and respond to market shifts more quickly. The transformation from passive information storage to active strategic intelligence reflects one of the most significant shifts in MIS development.(Ana Yuliyana et al., 2023)

Practical Implications of AI and Big Data Integration

The integration of Big Data and AI into MIS has had a transformative impact on day-to-day business activities. In marketing, companies can analyze

vast amounts of consumer data to understand customer behavior, preferences, and purchasing patterns. These insights enable organizations to craft highly personalized marketing campaigns, allocate budgets more strategically, and enhance customer satisfaction (Working & Listy, 2025).

In finance, AI-enhanced MIS systems can detect anomalies, evaluate investment risks, and automate complex financial calculations. In logistics, AI supports route optimization, inventory forecasting, and supply chain monitoring. These applications illustrate how MIS, when integrated with advanced technologies, can help companies make faster, more accurate, and more strategic decisions.

IoT as an Extension of MIS Capabilities

Another key finding is that the Internet of Things (IoT) has become an increasingly important component of modern MIS. IoT devices collect real-time data from physical environments and transmit this information for further processing and analysis (Octaria & Nasution, 2024). This development expands the range of information available to MIS, enabling organizations to improve operational efficiency, monitor assets continuously, and enhance service quality.

For instance, in manufacturing, IoT sensors can monitor equipment performance and predict failures before they occur, reducing downtime. In retail, IoT-based systems track customer movements and behavior within stores, providing valuable insights for layout optimization and inventory management. Across sectors, IoT enhances MIS by ensuring that decisions are grounded in timely and accurate real-world data.

However, the study also identifies several challenges associated with IoT adoption, including infrastructure requirements, interoperability issues, and substantial cybersecurity risks. These factors highlight the importance of developing careful implementation strategies for IoT-integrated MIS. (Putra et al., 2024)

Customization and Modular Development in MIS

The study further reveals an important shift in how organizations design and implement their Management Information Systems (MIS) in the digital era. Rather than relying on one large, centralized system intended to handle every operational need, many companies are now moving toward more flexible, modular system architectures. This transition reflects a broader organizational desire for greater adaptability, efficiency, and responsiveness in the face of rapid technological change. (Astuti & Augustine, 2022)

In a modular MIS architecture, different functional areas such as human resources, finance, logistics, operations, and marketing are served by independent but interconnected modules. Each module is designed to manage the specific processes and data requirements of its respective department.

Rather than forcing the entire organization to conform to the restrictions of a single, monolithic system, the modular approach allows each department to shape a system that better aligns with its daily activities and workflows. This structural shift signifies a growing awareness that effective MIS development must not only incorporate advanced technologies but also reflect the real needs and working patterns of the people who use the system every day.(Widiyatmoko et al., 2024)

The advantages of this approach are quite notable. One of the most significant benefits is the flexibility it provides for ongoing development. When a specific department needs new features or improvements, developers can update only the relevant module without disrupting other parts of the system. This helps organizations minimize downtime and reduces the risk of system-wide errors. It also empowers departments to move at their own pace. For instance, the finance department may require more frequent updates due to regulatory changes, while the human resources module may only need occasional improvements. With modular design, both can advance independently but still remain fully integrated.

This flexibility extends to budget management as well. Instead of committing to one large, expensive system upgrade, organizations can allocate funds gradually, focusing on the modules that require immediate attention. This makes MIS development more financially manageable and allows for better long-term planning. Additionally, modular systems simplify customization. Because each module is built to serve a targeted set of processes, developers can tailor features more precisely to user needs. This reduces the complexity often found in monolithic systems, where broad, one-size-fits-all functionalities frequently fall short of what specific departments require.(Haq et al., 2022)

However, while modular MIS architecture offers considerable advantages, the study also highlights several important limitations that organizations must address. One of the most frequently reported challenges relates to integration. Even though modules are designed to function as parts of a unified system, achieving seamless communication among them is not always straightforward. Differences in programming languages, data structures, or interface designs can lead to compatibility problems. When integration issues occur, departments may experience delays in data exchange, incomplete records, or inconsistencies in reporting. These problems can undermine the very efficiency that modular systems are meant to provide.(Ma & Gu, 2024)

Data standardization also presents a persistent challenge. Because modules are developed independently, they often generate data in different formats. When the system attempts to consolidate information for example, merging financial records with logistics data mismatched formats can result in errors or require time-consuming manual adjustments. Organizations must

therefore establish strict data governance policies and ensure consistent standards across all modules. Without this coordination, the advantages of modularity may be overshadowed by the inefficiencies created through data misalignment.(Eka Indah Wahyuni et al., 2025)

Maintenance is another area where modular systems can introduce complications. Although updating individual modules is easier, maintaining multiple interconnected components can be more demanding in the long run. Each module may require separate updates, security patches, or technical adjustments. If these updates are not synchronized properly, they may cause disruptions or introduce new integration problems. The study indicates that organizations often underestimate the complexity of managing multiple modules, leading to technical debt and increased workload for IT staff.

Another challenge relates to the availability of skilled personnel. Developing and maintaining modular MIS architectures requires employees who understand not only general information system principles but also modular design, system integration, and data governance. Unfortunately, many organizations particularly small and medium-sized enterprises struggle to recruit or train staff with this level of expertise. The skills gap can delay system development and increase reliance on external consultants, which adds further cost and complexity.(Khaddafi et al., 2024)

Despite these challenges, modular MIS architecture remains a promising direction for digital-era organizations. Its benefits align closely with the characteristics of modern business environments, where agility, responsiveness, and customization are essential. The study emphasizes that the limitations associated with modular development are not insurmountable. Instead, they require deliberate planning, proper resource allocation, and strong cross-departmental collaboration. When organizations invest in robust integration tools, standardized data structures, and continuous employee training, the potential of modular systems can be fully realized.

The findings further suggest that the shift toward modular MIS reflects deeper organizational transformations. As companies adopt more digital processes, they increasingly recognize that technology cannot be deployed in isolation. It must be integrated into the culture and structure of the organization. Modular systems allow companies to experiment, iterate, and adapt without undergoing full-scale digital disruption each time a new need emerges. This ability to evolve gradually gives businesses an advantage in navigating the uncertainties of technological change.(Samuel Augustine Umezurike et al., 2025)

Moreover, the study underscores that the modular approach enhances organizational learning. When departments are empowered to oversee their own modules, they develop a stronger sense of ownership over digital tools. Employees begin to understand how information flows within the organization and how their activities contribute to broader strategic

objectives. This improved digital literacy supports better collaboration, innovation, and problem-solving across the organization.

Ultimately, the movement toward modular MIS architecture represents a strategic response to the challenges and opportunities of digital transformation. While organizations must navigate integration difficulties, data inconsistencies, and maintenance complexities, the benefits of modular MIS greater flexibility, improved customization, more manageable costs, and higher organizational adaptability make it an increasingly attractive option. The study concludes that modular systems will likely play a central role in the future of MIS development, particularly for organizations striving to remain competitive in a rapidly evolving digital landscape.(Kahveci, 2025)

Challenges in MIS Implementation

The implementation of Management Information Systems (MIS) in the digital era presents a complex combination of opportunities and challenges that organizations must navigate with careful thought and strategic preparation. While modern MIS offers remarkable advantages such as improved efficiency, faster access to information, and more accurate strategic decision-making the findings of this study show that the path toward successful implementation is often hindered by several significant obstacles. One of the most common challenges lies in funding limitations, as advanced MIS development requires considerable investment in hardware, software, training programs, system upgrades, and long-term maintenance. These financial demands are particularly burdensome for small and medium-sized enterprises (SMEs), which often operate with tight budgets and limited technological capacity.

Beyond financial issues, human resource preparedness emerges as another primary concern.(Umezurike et al., 2025) Digital systems require users who are not only technologically literate but also adaptable to new workflows, yet many employees especially those who have spent years working under manual or traditional systems often feel overwhelmed by digital transformation. Without adequate training and continuous support, employees may experience confusion, frustration, or anxiety, all of which reduce the effectiveness of MIS adoption and potentially create internal resistance. This resistance is also influenced by organizational culture, which plays a critical role in determining whether employees view new systems as beneficial tools or as disruptive burdens. When staff members perceive MIS as a threat to their routines, authority, or job stability, they may actively resist implementation efforts, slowing down progress and weakening system performance. Another major challenge identified in this study concerns data security risks. The transition from on-premise systems to cloud-based and interconnected digital platforms significantly increases exposure to cyber threats such as hacking, data breaches, phishing, and ransomware attacks.

While strong security frameworks are essential to protect organizational data, many companies lack the expertise or resources to build and maintain effective cybersecurity systems.

In addition, the integration of MIS with legacy infrastructure also poses considerable difficulties; older systems often lack compatibility with modern technologies, resulting in technical problems, delays, and additional expenses for system redesign or replacement. These challenges highlight the need for organizations to adopt intentional planning, comprehensive employee training, and strong coordination between management, IT teams, and system users to ensure MIS implementation achieves its desired outcomes. Despite these obstacles, the findings clearly indicate that the digital era also opens the door to significant opportunities for organizations willing to invest in modern MIS. A well-developed MIS enhances operational efficiency by automating repetitive tasks, reducing human errors, and streamlining workflows across departments. (Rasekh & Babil, 2024)

It also improves data accuracy and accessibility, allowing employees at different levels to retrieve real-time information whenever needed. The availability of accurate, timely data supports higher-quality strategic decision-making, as managers can identify trends, anticipate challenges, and evaluate alternative solutions with greater precision. From a customer perspective, MIS contributes to improved engagement and satisfaction by enabling businesses to respond more quickly to inquiries, understand customer behavior more deeply, and personalize services based on data insights. Additionally, MIS provides organizations with the flexibility to innovate, adapt to changing market conditions, and adopt new technologies without completely overhauling their existing systems. The study confirms that MIS has evolved far beyond being simply a record-keeping tool; instead, it has become a crucial strategic asset that empowers organizations to analyze markets, optimize operations, and strengthen their competitive position. A synthesis of the key findings shows several important points regarding the trajectory of MIS development in the digital era. (Ebrahimian et al., 2023) First, the rapid growth of cloud computing, Big Data, Artificial Intelligence (AI), and the Internet of Things (IoT) has become the primary driver of MIS modernization, pushing organizations toward systems that are scalable, intelligent, and data-driven. Second, modern MIS allows real-time analytics, predictive insights, and highly personalized business strategies that were not possible under traditional systems. Third, many organizations increasingly adopt modular MIS architectures to achieve flexibility, customization, and easier system integration across departments. Fourth, although MIS provides substantial strategic benefits, it also introduces complex challenges related to funding, workforce readiness, resistance to change, cybersecurity, and legacy system integration. Finally, the success of MIS implementation ultimately depends on careful planning, ongoing training, continuous evaluation, and strong IT

governance within the organization. Overall, the development of MIS in the digital era represents a dual reality for organizations on one hand, it brings unprecedented opportunities for efficiency, innovation, and strategic growth, and on the other, it poses challenges that demand considerable investment, structural adjustments, and long-term commitment. The findings underscore that the integration of advanced digital technologies positions MIS as an essential component for sustaining competitiveness and organizational resilience. Yet, these technologies can only produce optimal results when supported by strong management support, adequate resources, skilled personnel, and a culture that embraces change. Organizations that successfully navigate these complexities will gain significant advantages in operational performance, decision-making quality, and responsiveness to evolving market conditions. As digital transformation continues to accelerate globally, MIS will remain central to organizational strategy, shaping not only how companies manage information but also how they innovate, collaborate, and compete in an increasingly fast-paced and data-intensive business landscape. (Burns et al., 2023)

CONCLUSION

The findings of this study highlight that the development of Management Information Systems (MIS) in the digital era has moved far beyond traditional data processing. Modern MIS, strengthened by cloud computing, Big Data, Artificial Intelligence (AI), and the Internet of Things (IoT), now plays a central role in shaping organizational strategy, improving operational efficiency, and enhancing decision-making quality. These technologies enable organizations to access real-time information, anticipate trends, and respond quickly to changing market conditions. However, the study also reveals that successfully implementing MIS requires more than simply adopting advanced tools. Organizations must be prepared to address challenges such as limited funding, user resistance, skill gaps, integration issues, and heightened data security risks. Without proper planning, training, and governance, even the most sophisticated systems may fail to deliver their intended benefits. Overall, MIS has become an essential pillar of competitiveness in the digital age. Organizations that can strategically manage both its opportunities and challenges are better positioned to achieve long-term sustainability and thrive in an increasingly dynamic business environment.

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