

Optimizing Public Services in Islamic Education: A Multi-Site Study on PTSP Management Strategies in Madrasahs

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Abstract:

This study aims to analyze the management strategies of the One-Stop Integrated Service (PTSP) in optimizing administrative quality within Madrasahs. Employing a qualitative multi-site case study approach, the research utilized in-depth interviews, observation, and document analysis; data were analyzed using the interactive model developed by Miles, Huberman, and Saldaña and verified through source and technique triangulation. The findings reveal that Madrasah Tsanawiyah employs an "adaptive human-touch" strategy prioritizing interpersonal relationships and flexibility, whereas Madrasah Aliyah implements a "structured system-driven" strategy emphasizing standardization and digitalization. Both strategies effectively enhance administrative quality within their respective user contexts, though they still require strengthening in areas where each faces limitations. The study concludes that the success of PTSP depends on an institution's responsiveness to user characteristics rather than on system uniformity. These findings offer theoretical implications by reinforcing the contingency approach in public service management and provide practical implications for the Ministry of Religious Affairs and Madrasahs in designing adaptive service policies grounded in the values of amanah, ihsan, and itqan.

Keywords: *One-Stop Integrated Service, Service Management, Customer Satisfaction*

Abstrak:

Penelitian ini bertujuan menganalisis strategi manajemen Pelayanan Terpadu Satu Pintu (PTSP) dalam mengoptimalkan kualitas administrasi di Madrasah. Penelitian ini menggunakan pendekatan kualitatif jenis studi multisitus, melalui wawancara mendalam, observasi, dan dokumentasi, yang dianalisis dengan model interaktif Miles, Huberman, dan Saldaña serta diverifikasi melalui triangulasi sumber dan teknik. Hasil penelitian menunjukkan bahwa Madrasah Tsanawiyah menerapkan strategi human-touch adaptive yang mengutamakan relasi interpersonal dan fleksibilitas, sedangkan Madrasah Aliyah menerapkan strategi system-driven structured yang menekankan standarisasi dan digitalisasi. Kedua strategi efektif meningkatkan kualitas administrasi sesuai konteks penggunaannya, namun tetap memerlukan penguatan pada aspek yang menjadi kelemahan masing-masing. Penelitian menyimpulkan bahwa keberhasilan PTSP bergantung pada kepekaan lembaga terhadap karakteristik pengguna, bukan keseragaman sistem. Temuan ini berimplikasi teoritis dengan memperkuat pendekatan kontingensi dalam manajemen pelayanan publik, serta berimplikasi praktis bagi Kementerian Agama dan madrasah dalam merancang kebijakan pelayanan yang adaptif dan berlandaskan nilai amanah, ihsan, dan itqan.

Kata Kunci: *Pelayanan Terpadu Satu Pintu, Manajemen Pelayanan, Kepuasan Pelanggan*

INTRODUCTION

Quality public services are a basic need for modern society, including in the field of education. This is important because public satisfaction with educational services is directly proportional to public trust in the educational institution itself (Garritzmann et al., 2023; Ramovš & Milfelner, 2023). Law Number 25 of 2009 concerning Public Services emphasizes that every public service provider is obliged to provide quality, transparent, accountable, effective, and efficient services, a mandate that also applies to educational institutions such as madrasahs under the Ministry of Religion (Oktarina & Israhadi, 2023; Yuhandika et al., 2025). Thus, the quality of madrasah administrative services is not just an internal technical problem of the institution, but part of the state's responsibility in fulfilling the community's right to good educational services, so that research on the management of madrasah administrative services becomes relevant for the benefit of the wider community (Hasan et al., 2025; Mawardi et al., 2024).

The increasing public demand for fast, easy, and transparent public services presents its own challenges for educational institutions, including madrasahs, which have been synonymous with convoluted and procedural administrative bureaucracy (Mu'alimin et al., 2026; Sutopo, 2026). Service users, both parents of students and students, often face unclear service flows, slow response from officers, and a lack of measurable service standards (Saxton et al., 2026). This condition creates a gap between public expectations of excellent service and the reality of conventional administrative services. In fact, as educational institutions that oversee the interests of the nation's next generation, madrasahs are required to reform their service system to align with the spirit of national bureaucratic reform (A. S. Anwar et al., 2026; Haddade et al., 2024). This background underscores the importance of implementing an integrated service system, such as One-Stop Integrated Services (PTSP), as a solution to administrative services that have been felt to be less than optimal by the community (Restu & Yuniningsih, 2025; Werang, 2025).

The phenomenon of implementing PTSP in the field shows diverse dynamics according to the characteristics of each madrasah. At Madrasah Tsanawiyah, service users are dominated by guardians of students, so that PTSP not only functions as a place of administrative services, but also as a space for intense social interaction, forming a hybrid service pattern between manual and semi-digital systems due to variations in digital literacy of guardians (Cipta et al., 2026; Fahlevvi & Tebai, 2025). On the other hand, in Madrasah Aliyah, service users are dominated by students with high independence, so services develop more systematically and are technology-based, including the management of graduation documents, college recommendations, and integration with counseling guidance units and academic information systems (Nazib et al., 2024). This difference in user segmentation gives rise to variations in service complexity, organizational culture, and PTSP management models between the two madrasah levels, making it interesting to study in more depth.

Studies on integrated system-based public services have been widely carried out in various institutional contexts, including local government, health services, and the education sector (Paatela et al., 2025; Voss et al., 2024). Previous studies have generally highlighted PTSP as an instrument of bureaucratic reform oriented towards time efficiency, simplification of procedures, and increased service user satisfaction (Z. Anwar et al., 2026). Most research focuses on technical-administrative aspects, such as service speed, the use of information technology, and community satisfaction. However, it has not touched much on the relational dimensions and values that underlie service practice itself (Giraldi et al., 2024). In addition, the study of PTSP in educational institutions, especially madrasas, is still relatively limited compared to the study of PTSP in general government agencies, so the understanding of how this system is implemented and managed in the institutional context of religious education still requires further exploration.

On the other hand, the study of service values from an Islamic perspective, such as trust, justice, and *ihsan*, is generally discussed separately from modern public service management, so it is rare to find research that integrates the two perspectives completely (Hasrimy & Abdullah, 2025; Zulkifli et al., 2026). In fact, as educational institutions under the auspices of the Ministry of Religion, madrasas have distinctive characteristics that demand services not only oriented to administrative standards but also to spiritual and moral values (Kholid, 2023). There are still few studies that examine the management of PTSP in madrasas by considering the differences in the characteristics of service users between levels of education while associating them with service values in Islam. This gap should be filled so that the practice of PTSP management in madrasas can be understood more fully, not only in terms of system efficiency, but also in terms of relational and spiritual service.

This study offers a novelty by examining PTSP management comparatively at two levels of madrasas with different characteristics of service users, namely Madrasah Tsanawiyah, which is oriented towards dependent students, and Madrasah Aliyah, which is oriented towards independent students. This comparative approach allows identification of differences in management models, ranging from a relational, human-touch approach to a technology-based, system-driven approach. Another novelty lies in the effort to integrate the analysis of modern service management with the perspective of Islamic values, such as trust, *ihsan*, and ease of service, as a framework for evaluating the quality of madrasah administrative services. This integrative approach is important to complete because it can provide a more holistic understanding of PTSP management and become a practical reference for other madrasas in developing an effective service system in accordance with Islamic values.

Based on the description above, the problem of this research can be formulated as follows: how is the One-Stop Integrated Service (PTSP) management strategy applied to optimize the quality of administration at Madrasah Tsanawiyah and Madrasah Aliyah, considering the differences in the characteristics of service users at the two levels? This study argues that the difference in the segmentation of guardian service users who are dependent on the tsanawiyah level and independent students at the Madrasah Aliyah level will give

birth to a different PTSP management strategy, namely an approach based on social and family relations in the madrasah tsanawiyah, as well as a system and technology-based approach in the Madrasah Aliyah. This interim argument will be tested through in-depth field data tracing to find the most effective and relevant PTSP management model for the characteristics of each institution.

RESEARCH METHODS

This study uses a qualitative approach with a multisite study, which was chosen because One-Stop Integrated Service Management (PTSP) cannot be understood only as an administrative procedure. As a service system that involves leadership, organizational governance, service culture, information technology, and service user experience, it requires a deep understanding of the meaning and dynamics that develop in the field. Multisite studies allow researchers to analyze each site (within-site analysis), followed by cross-site analysis to find similarities, differences, and typical patterns between locations. The research was carried out in two locations, namely Madrasah Tsanawiyah Negeri 1 Banyuwangi and Madrasah Aliyah Negeri 1 Banyuwangi, which were chosen purposively because both are state madrasahs under the Ministry of Religion that have implemented PTSP, but have different characteristics of service users, administrative complexity, and management patterns of parents who are dependent on the tsanawiyah level and independent students at the Aliyah level to produce a variety of data rich and in-depth (information-rich cases) to answer the focus of the research.

Data collection was carried out through three complementary techniques, namely in-depth interviews, observations, and documentation. The process of planning, implementation, evaluation, obstacles, and strategies for optimizing administrative quality through PTSP are explored. The informants who were selected purposively were the head of the madrasah, deputy head of the madrasah, educators, education staff of the PTSP unit, students, and guardians of students in both locations. The data were collected directly in the Madrasah environment as a natural research setting. Data collection takes place in stages from pre-field to report preparation, with ongoing engagement across both sites. These three techniques are used to confirm interview data through observations and documents, ensuring a comprehensive and credible picture. Interviews were conducted in a semi-structured manner; observations were conducted on a non-participant basis on service mechanisms, officer-user interaction, SOP implementation, and technology utilization; and documentation included madrasah profiles, PTSP SOPs, service archives, and evaluation reports.

Table 1. Classification of Research Informants

No.	Informant Initials	Types of Informants	Total	Remarks
1	ME, SM	Head of Madrasah	2	Key informants who provide information on policies, planning, implementation, and evaluation of PTSP management.
2	KS, NH	Deputy Head of Madrasah	2	Supporting informants who explain the coordination of the implementation of administrative services and academic

				programs.
3	IS, SW	Educators	2	Internal service users who provide perspectives on the effectiveness of PTSP administrative services.
4	KR, IN	Education Personnel/PTSP	2	PTSP service implementers who explain operational mechanisms, document management, and administrative service processes.
5	ADL, DW	Students	2	Service users who provide experience regarding the ease of access and quality of administrative services.
6	DP, MS	Guardian of Pupils	2	External users of the service who provide ratings on service quality, ease of procedure, and satisfaction level.
Total			12	

Data analysis uses the interactive model Miles, Huberman, and Saldaña which consists of data condensation, which is the process of selecting, focusing, simplifying, and converting raw data into themes related to planning, implementation, evaluation, supporting and inhibiting factors of PTSP; data presentation (data display) in the form of narrative descriptions, matrices, and comparison tables between sites; as well as conclusion drawing/verification which is carried out repeatedly until it reaches the data saturation point (Mizwar et al., 2026). The analysis process was carried out in two stages, namely single-site analysis for each madrasah and cross-site analysis to find general patterns. To ensure data validity, this study applied source triangulation (comparing data from madrasah heads, teachers, education staff, students, and parents), technical triangulation (comparing the results of interviews, observations, and documentation), and member checks to reconfirm information with informants. The combination of strategies is carried out to meet the criteria of credibility, dependability, confirmability, and transferability of research results according to qualitative research rules.

RESULTS AND DISCUSSION

Results

One-Stop Integrated Service Management Strategy

PTSP management strategy in the context of this study is defined operationally as a series of approaches used by officers and madrasah leaders to provide integrated administrative services, reflected in how officers interact with service users, the flexibility in implementing procedures, and the value orientation that underlies the service process. Based on findings in the field, the strategy applied at Madrasah Tsanawiyah is identified as a human-touch adaptive strategy, which is a service strategy that places interpersonal relationships, empathy, and flexibility of officers as the main elements, with operational indicators including: (1) the intensity of face-to-face communication between officers and guardians, (2) the level of adjustment of procedures to the urgent needs of service users, (3) the friendly and patient attitude of officers in service, and (4) the existence of a one-door system that is still coordinated-manual. These four indicators are used as a reference for analyzing interview and observation data in the following sections.

The results of interviews and observations show that the administrative service strategy in the One-Stop Integrated Service Unit (PTSP) of Madrasah Tsanawiyah prioritizes an interpersonal approach rather than implementing rigid procedures. The Head of Administration explained that the service is adjusted to the characteristics of the student's guardian, who is more comfortable receiving an explanation directly, while the PTSP officer revealed that the urgent needs of users are often handled quickly through flexibility in implementing procedures. These findings indicate that service orientation focuses more on user satisfaction through responsiveness and empathy, so that officers not only carry out administrative functions but also play a role as facilitators who can adjust services to the situational needs of the community. The results of the observation also show that the implementation of SOPs is still adaptive, while the one-stop system is not fully integrated because the completion of services still requires coordination between units, and the use of technology is still at the stage of a hybrid system that combines face-to-face services with the use of computers and communication applications.

Overall, the study's findings show that the implementation of PTSP management at Madrasah Tsanawiyah is still dominated by the relational capacity of human resources rather than the maturity of the service system. Service success is more determined by officers' ability to build communication, provide solutions quickly, and create convenience for service users than by the standardization of procedures and the digitization of systems. This pattern forms a human-touch adaptive pattern, a service model oriented toward adjusting to user needs through personal interaction. While such an approach can improve user satisfaction, heavy reliance on individual competencies can lead to inconsistencies in service quality. Therefore, it is necessary to strengthen the system through improving SOPs, increasing digital integration, and developing a more structured coordination mechanism so that service quality remains consistent, effective, and sustainable.

Table 2. Service Strategy for Administrative Quality

No.	Informant Position	Field Findings	Indicator
1	Head of Administration	Administrative services prioritize an interpersonal approach by adjusting the characteristics and needs of the student's guardians so that the interaction takes place more humane than just following formal procedures.	Interpersonal approach in ministry
2	PTSP Officer	Service implementation shows a high level of responsiveness through the provision of quick solutions to the urgent needs of service users without reducing the orientation to community satisfaction.	Service responsiveness and flexibility
3	Head of Madrasah	Madrasah leaders emphasized the importance of strengthening the service system so that the quality of service remains consistent, standardized, and does not depend on individual initiatives of officers.	Awareness of system strengthening and service consistency
4	PTSP Officer	The PTSP system has implemented a one-stop service mechanism, but the administrative completion process still requires cross-unit coordination so that service integration is not fully optimal.	Service integration that is still coordinated
5	Administrative Staff	The implementation of SOPs is adaptive by considering the needs of service users, so that under certain conditions procedures are adjusted to increase service effectiveness.	Flexibility in implementing SOPs
6	PTSP Officer	The use of information technology has supported communication and service administration through computer-based systems and instant messaging applications, although the digitization of services has not been carried out thoroughly.	Utilization of technology in the early stages (hybrid system)

7	Guardian Pupils	of	Service users gave a positive assessment of the officer's attitude who was friendly, communicative, and able to create comfort during the administrative service process.	User satisfaction with the attitude of the officer (<i>empathy</i>)
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Table 2 shows that in implementing One-Stop Integrated Services (PTSP), the quality of service is supported by an interpersonal approach, officer responsiveness, and a friendly attitude that increases user comfort. However, service implementation still relies on individual flexibility in implementing SOPs and coordination between work units, so system integration is not fully optimal. On the other hand, technology is being implemented through hybrid systems, but service digitalization is still limited. These findings indicate the need to strengthen a more standardized service system so that the effectiveness, consistency, and sustainability of service quality can continue to be improved.

Implementation of One-Stop Integrated Service Management (PTSP) in Optimizing Administrative Quality

The application of PTSP management in this study is defined operationally as a real process of operating a one-stop service system in the field, which can be observed from three main indicators, namely: (1) centralization of service points so that users do not need to move parts, (2) communication and coordination patterns between officers in following up on administrative submissions, and (3) the attitude and orientation of officers' services towards service users. Based on field findings, the implementation of PTSP at Madrasah Tsanawiyah has succeeded in centralizing administrative services at one access point. However, the behind-the-scenes completion process still relies on manual coordination between sections. In contrast, the service orientation still emphasizes a friendly, patient, and flexible attitude towards the needs of students' guardians. These three indicators are the basis for the analysis of interview and observation data in the following description.

The results of interviews and observations show that the implementation of One-Stop Integrated Services (PTSP) at Madrasah Tsanawiyah has succeeded in simplifying access to administrative services through the centralization of service points so that parents only need to come to one location to obtain all the information and services needed. These findings indicate the success of PTSP in carrying out the function of **front-office simplification**, which is to facilitate user access without having to move between work units. However, the administrative completion process still relies on manual coordination between departments because digital integration has not been implemented comprehensively. The observation results also show that the use of computers and WhatsApp applications has supported communication and administration, although most users still prefer face-to-face services. Thus, the implementation of PTSP is in the transition phase to a hybrid system, where the ease of service on the user side has been achieved. However, the effectiveness of internal processes is still greatly influenced by coordination capacity, officer initiatives, and system strengthening and standardization of procedures, so that services are more consistent and sustainable.

Table 3. Application of PTSP to Administrative Quality

No.	Category	Data Source	Synthesized Empirical Evidence
1	Service Accessibility	PTSP Officer	The implementation of PTSP has succeeded in centralizing all access to administrative services at one service point, making it easier for users to obtain information and services more systematically.
2	Inter-Unit Coordination	PTSP Officer	The service process still requires manual coordination between work units because digital integration has not been fully implemented in all administrative flows.
3	User-Centered Service	Guardian of Pupils	Service users assessed that the quality of service was more determined by clear communication, friendly attitude, and the willingness of officers to provide assistance during the administrative process.
4	Adaptive Standard Operating Procedures	Administrative Staff	SOPs have become an operational reference, but their implementation is carried out adaptively according to the characteristics and urgency of the needs of service users.
5	Human-Centered Leadership	Head of Madrasah	Service policy is directed at creating a humane service experience by placing community satisfaction as the organization's top priority.
6	Digital Service Adoption	PTSP Officer	The use of information technology has supported the administration and communication of services, although digitalization is still at the hybrid system stage.
7	Administrative Governance	Head of Administration	The PTSP system improves administrative order through a one-stop mechanism so that the process of monitoring, controlling, and tracing services becomes easier.
8	Institutional Sustainability	Head of Madrasah	The leadership emphasized the importance of strengthening the service system so that the sustainability of service quality does not depend on the individual competence of officers.

Table 3 shows that the implementation of One-Stop Integrated Services (PTSP) has led to positive developments through the centralization of service access, increased administrative order, and a user-centered service orientation. The quality of service is supported by humanist leadership, the implementation of adaptive SOPs, and interpersonal communication that is able to create a comfortable and responsive service experience for the community. However, the effectiveness of the system still faces challenges in the form of coordination between units that are not fully digitally integrated, so that part of the administrative process still depends on manual mechanisms. These findings indicate that the transformation of PTSP is in the transition phase toward more integrated, sustainable service governance, supported by strengthening digital systems and standardizing procedures to ensure consistent service quality in the future.

One-Stop Integrated Service Management Strategy (PTSP) in Optimizing Administration Quality

The management strategy of One-Stop Integrated Services (PTSP) at Madrasah Aliyah is built on a service approach that emphasizes standardized procedures, technology use, centralized service flows, and a disciplined, professional work culture. The four components form a system-driven, structured strategy oriented toward system regularity and consistency in the implementation of procedures. The Head of the Madrasah emphasized that each service has a Standard Operating Procedure (SOP) that regulates all stages of service from the time students arrive until the administrative process is completed. These findings show that compliance with SOPs is the main foundation for creating services that are orderly, measurable, and easy for service users to understand. This approach is in line with the characteristics of Madrasah Aliyah students who have a higher level of independence and digital literacy, so they require more procedural certainty than personal assistance from officers.

The implementation of the PTSP strategy is further strengthened through the use of digital technology that supports the efficiency of administrative processes. The interview results show that some services are accessible online, so students do not always have to come directly to the madrasah to take care of certain administrative matters. The observation findings also show the existence of a computer-based information system that makes it easier to record and search data, and speeds up the service process. In addition, the centralized service flow systematically directs students according to their administrative needs without having to move between work units. The researcher interprets that this strategy reflects the transformation from face-to-face services to system-driven services, where time efficiency, data accuracy, and process regularity are the top priorities in improving the quality of administration in the Madrasah Aliyah environment.

Although it provides advantages in terms of efficiency, consistency, and service control, system-based PTSP strategies also present limitations, such as reduced flexibility in responding to users' situational needs. Some students revealed that certain conditions could not be served immediately because officers still had to follow the applicable SOP provisions. However, the Head of Administration emphasized that officers are still directed to maintain a friendly attitude and not make it difficult for service users. The consistency of findings from the Head of the Madrasah, administrative staff, IT staff, and the Head of Administration and the Deputy Head of Madrasah for Curriculum shows a system-first, human-second pattern: services that place the system as the main driver, while the humanist aspect functions as a complement. This pattern confirms that administrative quality is achieved through a balance between standardization, digitalization, and sensitivity to user needs.



Figure 1. System-driven structured strategy

Figure 1 explains that the management strategy of One-Stop Integrated Services (PTSP) at Madrasah Aliyah is developed through five stages that are integrated and form a system-based service approach. The stages start with standardizing service SOPs as an operational foundation, followed by digitizing services to improve administrative process efficiency, then centralizing service flows so that coordination is more structured. These three components are strengthened by a work culture that upholds discipline and professionalism so that the entire service process runs consistently. The integration of all stages results in a System-Driven Structured Strategy. This service strategy places systems, procedures, and governance as the main foundation for effective, efficient, accountable, and quality administration.

Discussion

The findings of this study show that the management strategy of PTSP in Madrasah Tsanawiyah and Madrasah Aliyah develops in two different directions, namely a human-touch adaptive strategy and a system-driven structured strategy. These findings are in line with the public service literature that emphasizes that PTSP functions as an instrument of bureaucratic reform to improve efficiency and user satisfaction (Cipta et al., 2026; Meliala et al., 2026). However, this study enriches the literature by showing that the effectiveness of PTSP is not uniform. However, it depends heavily on the characteristics of service user segmentation, something that has received less attention in the study of PTSP in the education sector in general (Allen et al., 2025; Yusuf & Zaid, 2024).

The humanist-adaptive strategy at Madrasah Tsanawiyah is in line with the perspective of New Public Service, which emphasizes responsiveness, empathy, and relational orientation in public service, not just procedural compliance (Rojak, 2025). However, these findings differ from common assumptions in the modern bureaucratic literature that treat formal SOPs as the primary basis for service quality (Melhem et al., 2026; Raaphorst et al., 2026). In this case, it is precisely the informal flexibility and interpersonal closeness of the officers that are the determining factors for success, showing that in the context of dependent users, relational forces can surpass the strength of formal systems in creating service satisfaction.

On the other hand, the system-driven structured strategy at Madrasah Aliyah is consistent with the literature on digitization of public services (e-government), which emphasizes that standardization of procedures and the use of technology improves the efficiency, accuracy, and accountability of services (Latupeirissa et al., 2024). However, these findings also provide critical nuances to the literature: digitalization and standardization, while systemically effective, have the potential to reduce the space for flexibility for users' situational needs. This emphasizes that an efficient system is not necessarily automatically responsive, so the ideal quality of service still requires a balance between system order and sensitivity to individual needs (Acharya et al., 2025).

Theoretically, this study contributes to expanding the public service management framework by emphasizing that the PTSP strategy is contingent on

user characteristics, not a single model that can be applied uniformly to all levels of educational institutions (Muzingili, 2026; Putra et al., 2024). The findings of human-touch in dependent users and system-driven in independent users strengthen the contingency theory approach in service management, while complementing the study of PTSP in religious education institutions, which has been limited compared to the study of PTSP in general government agencies at large (Benito et al., 2026; Kircova et al., 2026).

Another contribution of this research lies in the effort to integrate findings with service values in an Islamic perspective. The humanist approach at MTsN reflects the values of courtesy and trust, namely sincerity of serving and responsibility for the needs of the community. In contrast, the systemic approach at MAN reflects the value of *itqan*, which is the seriousness of producing neat and professional work. Thus, this research fills the gap in the literature that has been separating the study of modern service management from Islamic spiritual values in the context of madrasah educational institutions (Rachman et al., 2026).

Practically, this finding recommends that the Ministry of Religion and madrasah institutions not implement uniform PTSP guidelines for all levels, but guidelines that accommodate the characteristics of their respective service users (Bartles-Smith, 2025; Qatrunnada, 2023). Tsanawiyah madrasas need to strengthen the system without eliminating the humanist approach, while aliyah madrasas need to add flexibility within a standardized system. This practical contribution is expected to be a reference for other madrasah managers in designing PTSP strategies that are effective, adaptive, and still based on humane service values.

CONCLUSION

This study reveals an important lesson: the success of PTSP management is not determined by system uniformity, but by the institution's sensitivity in reading the characteristics of its users, as reflected in the humanist-adaptive strategy in MTsN and the system-driven structure in Madrasah Aliyah. Scientifically, this research contributes to enriching the study of public service management in religious education institutions while integrating the values of *amanah*, *ihsan*, and *itqan* as a framework for evaluating service quality. This approach has rarely been fully linked. However, the study was limited to two sites in one region, so the findings could not be fully generalized. Further research is suggested to expand the scope of the location and quantitatively measure the impact of the service strategy on the level of user satisfaction in a more measurable manner.

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