

## THE IMPLEMENTATION OF SCHOOL FINANCIAL MANAGEMENT TO IMPROVE QUALITY OF EDUCATION

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### Abstract

*This article aims to examine the implementation of school financial management in order to improve the quality of education. The research method used in this article is literature study, in which data is obtained by means of a qualitative ethnographic approach, namely collecting data by making data instruments from interviews, observations, and documentation by respondents, namely principals and teachers. The results of the literature study explain that the implementation of school financial management to improve the quality of education must have the principles of fairness, efficiency, transparency and accountability. Educational financial management that meets at least four financial principles, namely transparency, accountability, effectiveness and efficiency is a benchmark for success in managing funds to achieve educational institution goals. In improving the quality of education in managing financial management in schools, one of the most important factors to achieve this with proper financial planning set forth in the RAPBS, clear sources of fund management, and school financial accountability, evaluation of programs that have been implemented so that school financial management can run effectively and efficiently.*

**Keywords:** Implementation, Financial Management, School, Quality of Education.

### Abstrak

*Artikel ini bertujuan untuk mengkaji terkait implementasi manajemen keuangan sekolah guna meningkatkan mutu pendidikan. Metode penelitian yang digunakan dalam artikel ini yaitu studi literatur, yang mana data diperoleh dengan cara pendekatan kualitatif ethnography yaitu mengumpulkan data dengan membuat instrumen data dari hasil wawancara, observasi, dan dokumentasi oleh responden yakni kepala sekolah dan guru. Hasil dari studi literatur menjelaskan bahwa implementasi manajemen keuangan sekolah untuk meningkatkan mutu pendidikan harus memiliki prinsip keadilan, efisiensi, transparansi, dan akuntabilitas. Manajemen keuangan pendidikan yang memenuhi minimal empat prinsip keuangan yaitu transparan, akuntabel, efektif, dan efisien menjadi tolok ukur keberhasilan dalam mengelola dana untuk mencapai tujuan lembaga pendidikan. Dalam meningkatkan mutu pendidikan dalam mengelola manajemen keuangan di sekolah, salah satu faktor yang paling penting untuk mencapai hal tersebut dengan perencanaan keuangan yang tepat dituangkan dalam RAPBS, sumber pengelolaan dana yang jelas, dan akuntabilitas keuangan sekolah, evaluasi program yang telah dilaksanakan sehingga manajemen keuangan sekolah dapat berjalan dengan efektif dan efisien.*

**Kata Kunci:** Implementasi, Manajemen Keuangan, Sekolah, Mutu Pendidikan

### INTRODUCTION

The definition of quality can be seen from two sides, namely normative and descriptive aspects. In a normative sense, quality is determined based on intrinsic and extrinsic considerations. Based on the

intrinsic criteria, the quality of education is an educational product, namely humans who are educated according to ideal standards. Meanwhile, based on extrinsic criteria, education is an instrument for educating a trained workforce. Meanwhile,

in a descriptive sense, quality is determined based on actual conditions, for example the results of a learning achievement test. Thus, the quality of education is the degree of excellence in managing education effectively and efficiently to give birth to academic and extra-curricular excellence in students who are declared to have passed one level of education or completed a particular course of study (Firdianti, 2018).

According to Edward Sallis, 2011 suggests that the concept of quality is: (a) quality as an absolute concept, in this concept quality is considered to be ideal and second to none, (b) quality in a relative concept, this concept states that a product or services have met the requirements, criteria or specifications set (standards), (c) quality according to consumers this concept considers consumers as the final determinant of the quality of a product or service, so that consumer satisfaction is a priority. Quality in general is a description of the overall characteristics of a field or service that demonstrates its ability to satisfy stated or implied needs. In the context of education, the notion of quality includes input, process and output of education. Quality educational inputs are quality teachers, quality students, quality curriculum, quality facilities, and various aspects of quality education providers. Quality education outputs are graduates who have the required competencies and quality educational outcomes are graduates who are able to continue to higher education levels or can develop themselves in the industrial or business world.

The quality of education can be seen in terms of its relevance to the needs of society, whether or not graduates can continue to the next level and even get a good job, as well as one's ability to overcome life's problems. The quality of education can be seen from the benefits of education for individuals, communities and nations or countries. Specifically, there are those who see the quality of

education in terms of the height and breadth of knowledge to be achieved by someone who is studying. In the context of education, quality refers to the process and results of education. In the educational process, the quality of education is related to school financial management. Management is a process of collaboration between individuals and groups as well as other resources in achieving organizational goals as a managerial activity (Terry and Rue, 2017)

School financial management is to obtain and seek opportunities for funding sources for school activities, in order to be able to use funds effectively and not violate the rules, and to make transparent and accountable financial reports. Education finance is an activity related to the acquisition of funds (income) received and how they are used to finance all educational programs that have been determined. The income or sources of education funds that schools receive are obtained from the APBN, APBD, and the community or parents. To achieve good school quality, education financing management must be managed optimally. Therefore, it is necessary to pay attention to the stages in education financial management, starting from the planning stage to supervision.

Indonesia is a legal country where education has national education standards. This standard is used as a reference in forming quality educational institutions. One of them is the financing standard. In Law Number 20 of 2003 article 48 it is stated that the management and financing of education is based on the principles of efficiency, fairness, accountability and transparency. These mentioned principles must be carried out and must receive the attention of people who are in educational institutions. This is intended so that financing management in an existing educational institution can be realized in accordance with National Education.

Finance is a resource that directly supports the effectiveness and efficiency

of education management. In the implementation of education, finance and financing are a very decisive potential and are an integral part of the study of education management. According to (Supriyono, 2011) cost is the economic sacrifice made to obtain goods or services. In language, costs can be interpreted as expenses, in economic terms expenses can be in the form of money or other monetary forms.

In relation to the management of all educational funding sources, including potential sources of finance to finance the implementation of education, the role of the school principal is very urgent because components such as man, money, and materials will not be able to materialize in the form of goals to be achieved if they are not managed by a school leader who is tough (Dadang Suhardan: 2010). The institution's ability to prepare this plan is a factor in achieving truly targeted financing management. One of the keys to successful implementation in educational development lies in the ability of human resources to manage available funds with reference to basic needs and development priority scales from year to year in stages and continuously in accordance with program planning (Ferdi, 2013). exist in educational institutions in order to be able to manage funds and determine effective measures and quality financial management.

Implementation according to (Guntur Setiawan, 2004) is the expansion of activities that adjust to each other the process of interaction between goals and actions to achieve them and requires an effective bureaucratic implementing network. An organization or institution can improve and maintain quality by building a quality improvement system and determining Total Quality Management (TQM) standards or known as quality improvement management, and one of the standardization institutions in the industrial world is ISO (International Organization for Standardization).

## RESEARCH METHOD

This study uses a qualitative approach that examines the literature of books, research articles, and sources of book literature, and other sources of literature. This literature review is currently a data collection method that uses library research without the need to go into the field and then carry out classification and description (Zed, 2008). Descriptive qualitative analysis is used in data analysis techniques. This library research method provides clear, objective, analytical, systematic and critical information. According to Nazir (1998: 112) literature study is an important step where after a researcher determines a research topic, the next step is to conduct studies related to theories related to the research topic. In the search for theory, researchers will collect as much information as possible from related literature. Library sources can be obtained from: books, journals, magazines, research results (theses and dissertations), and other appropriate sources (internet, newspapers, etc.). Therefore, the authors chose a literature study based on these aspects.

## RESULTS AND DISCUSSION

The researcher conducted a literature search in accordance with the title of the literature study through the Google Scholar database. In the early stages there were 15,400 articles identified by researchers. All the articles were then divided into two, namely accepted articles and rejected articles. After that, 5,550 results were obtained which were then screened based on suitability with the title of the literature study. Furthermore, the results of the screening showed that only 150 articles were suitable and after eligibility was carried out, only 5 articles were eligible to be used as material in a literature study.

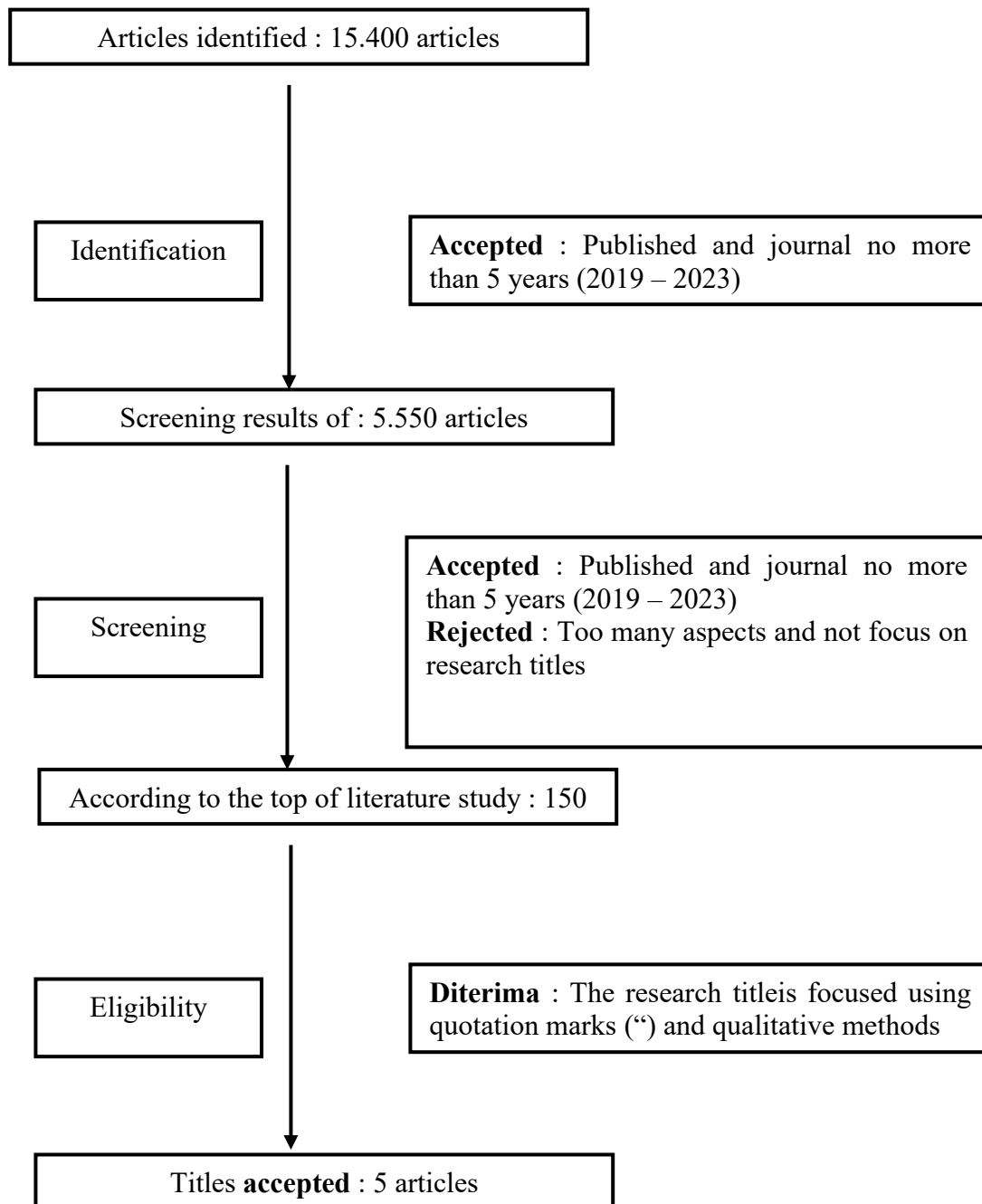


Figure 1. Grid synthesis on literature search

**Table 1. Bunga Melati Sukma,  
Rifdah Auva Apriliana, Desta Restu  
Puspitasari, Eka Salma Dina, Dwi**

**Putri Mifhatun Rodiyah, and Anaas  
Tri Ridlo Yuliana  
(Sukma et al., 2022)**

Title	Method	Results
Implementati on of Madrasah Financial Management in the Context of Improving the Quality of Islamic Education	Qualitati ve Study	Educational financing management which plays an important role in achieving educational goals and improving the quality of education. One of them is by improving the quality of education by knowing the national education standards that apply in Indonesia. Effective financial management will ensure the benefit of educational institutions , so madrasah financial management must be handled seriously, and with

full  
responsibil  
ity to avoid  
things that  
are not  
desirable  
and can  
improve  
the quality  
of Islamic  
education.

**Table 2. Yaredi Waruwu and Desi  
Rahmadani  
(Waruwu & Rahmadani, 2022)**

Title	Method	Results
Financial Managemen t in Improving the Quality of Education	Qualitati ve Study	The results of this study are first, financial planning in improving the quality of education is outlined in the form RKAM which is held before the new school year begins. Second, the implementati on of education finance includes the receipt and disbursement of funds. Funds received at Al Amin come from BOS funds, monthly tuition fees and

operational funds issued each month. The implementation of financial management in improving the quality of education can be seen in the allocation of funds in the RKAM, namely by allocating funds for extracurricular activities, allocating funds for madrasah facilities and infrastructure by adding facilities, repairing and maintaining them.

financial management procedures. The lack of facilities and infrastructure compared to other schools in Kota Bima is believed to be one of the obstacles to improving the quality of education at SMPN 13 Kota Bima. The lack of facilities and infrastructure is due to the small budget even though the financial management of the school is good and in accordance with procedures, however, in terms of procuring facilities and infrastructure, quite a large budget is needed. In implementing the school management program, the strategy applied is to achieve an increase in the quality of education, including: program

**Table 3. Sukardi (Sukardi, 2021)**

Title	Method	Results
Application of Financial Management in Improving the Quality of Education in SMPN 13 Kota Bima	Qualitative Study	The results of the study found that the implementation of financial management at SMPN 13 Kota Bima was good and in accordance with government

socialization, SWOT analysis, problem solving, quality improvement, and monitoring and evaluation of school program implementation.

budgets for expenses such as teacher honoraria, extracurricular activity costs, costs for supporting the learning process, purchasing ATK and so on. Yamisa Soreang includes three important things, namely:

- 1) proper financial planning, set forth in the RAPBS
- 2) clear sources and management of funds,
- 3) accountability for financial reports (school financial accountability)

If there are obstacles, the steps taken to find the best solution are by deliberating again to evaluate the plan and

**Table 4. Ujang Cepi Barlian, Rudiansah Sidik Permana, and Rivatul Mahmudah (Barlian et al., 2022)**

Title	Method	Results
School Financial Management Strategy in Improving the Quality of Education in MA Yamisa Soreang	Qualitative Study	The financial management strategy implemented at MA Yamisa explains that all educators and teaching staff, the school committee and some members of the community hold meetings. The meeting is intended to design programs that will be held within the next one year and determine



make  
revisions  
when  
needed.

**Table 5. Anna Sri Wardhani,  
Ghufron Abdulloh, Noor Miyono  
(Wardhani et al., 2022)**

Title	Method	Results
Education Funding Management and Educational Quality Improvement	Qualitative Study	The implementation of financing management to improve the quality of education at SDIT Nurul Islam with the principles of transparency, accountability, effectiveness and efficiency is manifested in the form of providing access to information regarding school financial management, involving stakeholders in decision making, reporting on the use of an open budget, forming a financial management team and improving

quality. This achievement is supported by competent human resources, able to coordinate, budgeting needs according to needs and preparing appropriate programs. The management of education funding is well managed, and the use of budgets in accordance with the program is a key factor in the education process in schools. Financial implementation runs well and professionally. The results of the analysis of the quality of education show that there is a correlation with financing management where financing



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management  
is able to  
answer  
programs  
and policies  
that support  
quality  
improvement  
at SDIT  
Nurul Islam  
Tengaran.

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In table 1 to table 5 it can be seen that the method used to find out the implementation of school financial management in order to improve the quality of education uses the literature study method, namely a qualitative approach. The preparation of this article consists of determining the theme of the discussion, finding reference sources according to the theme of the discussion, preparing the material, and summarizing the results of several reference articles. Then the qualitative approach is a scientific way to obtain valid or actual data to find evidence and develop knowledge. The approach taken by previous researchers used qualitative ethnography, namely collecting data by making data instruments from the results of interviews, observations, and documentation by respondents, namely school principals, educators and education staff.

Table 1 emphasizes improving the quality of education by knowing the service standards for quality education in Indonesia. Effective financial management will guarantee the benefit of educational institutions, so madrasah financial management must be handled seriously and responsibly to avoid unwanted things and can improve the quality of Islamic education by prioritizing financial management functions including budgeting, implementation and financial evaluation. Table 2 explains financial

planning in improving the quality of education as outlined in the RKAM which is held before each new school year begins. The funds received come from the BOS Fund, the tuition fee is Rp. 1,300,000 / month and operational funds are issued every month for extracurricular activities, allocating funds for infrastructure facilities in madrasas by means of additional facilities, repairs and maintenance. Table 3 discusses the implementation of financial management in schools that must be based on 3 stages, namely the planning, implementation and evaluation stages. The planning stage is inseparable from the elements of implementation and supervision including monitoring, assessment and reporting. Supervision in planning can be done preventively and repressively. The source of school funds only comes from BOS funds. Then, Table 4 emphasizes that regarding the school's financial strategy in improving the quality of education planning is carried out through: 1) Conducting meetings at the beginning of the school year begins. 2) Formulating what programs will be implemented in the next year. 3) Making detailed budgets for the one year program. 4) Carry out deliberations in conducting revisions if there are budget funds that are not in accordance with those stipulated in the initial plan. 5) Conduct program evaluation. Sources of funds come from BOS, school committees, local government, and non-permanent donors. Finally, table 5 explains the implementation of financing management to improve the quality of education with the principles of transparency, accountability, effectiveness and efficiency by adhering to the applicable legal and regulatory framework, providing access to information about school

financial management, involving stakeholders in decision making, reporting on budget usage openly to stakeholders, forming a financial management and quality improvement team tasked with planning, implementing, evaluating the implementation of student programs and providing infrastructure that supports the quality of education at SDIT Nurul Islam Tengeran. This achievement was supported by various factors including competent human resources, good coordination, and budgeting according to the needs of students, school programs that lead to improving the quality of education.

## CONCLUSION

Implementation of Financial Management to improve the quality of education, namely by managing education funds based on the principles of fairness, efficiency, transparency and accountability. Educational financial management that meets at least four financial principles, namely transparency, accountability, effectiveness and efficiency is a benchmark for success in managing funds to achieve educational institution goals. In financial management at school, all expenses and expenses at school are required to make reports and be evaluated annually. Good school financial management must refer to the RAPBS, financial reporting, financial supervision and financial accountability. So this is the right step in managing the sources of education funds obtained by schools so that they can provide services according to the needs of the community.

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