

Research Article

Education Financing Management Strategy in Improving Facilities and Infrastructure at SMP Nu Al Islami Pesanggaran

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ABSTRACT

This study aims to formulate an effective and efficient education financing management strategy in improving the quality of facilities and infrastructure at SMP NU Al Islami Pesanggaran. With a qualitative approach and descriptive design, this study explores the social, cultural, and economic conditions of schools through in-depth interviews, participatory observations, and documentation studies. The data were analyzed using the thematic analysis method with triangulation to ensure the credibility of the results. Research at SMP NU Al Islami Pesanggaran highlights three important aspects in education management 1. The strategic role of the school committee as a mediator to increase community participation. 2. Suboptimal financial management due to lack of planning and technology. 3. As well as partnerships with external parties that have not been utilized to the fullest. Strengthening communication and management capacity is needed to optimize the role of school committees. Financial management solutions include training and implementation of modern systems. External partnerships can be strengthened with better communication strategies.

Keywords: Management of Financing; Education; Facilities; Infrastructure

1. INTRODUCTION

Improving educational facilities and infrastructure requires effective financing management strategies, such as appropriate budget allocation, collaboration with the private sector, and financial transparency (Waruwu, 2022). This is important to create a conducive learning environment, support the quality of education, and answer the community's needs for adequate educational facilities. at SMP NU Al Islami Pesanggaran faces challenges in providing adequate educational facilities and infrastructure to support the learning process. Budget constraints are often the main obstacle, especially in private-based educational institutions that rely heavily on school operational funds (BOS). In this context, education financing management strategies are an important aspect that determines the success of improving school facilities (Ristianah & Ma'sum, 2022). One of the social facts that underlies this need is the gap in educational facilities between schools in urban and rural areas (Lega, 2023). This condition requires innovative and student-oriented financing management. The management of education financing at SMP NU Al Islami does not only focus on collecting funds, but also the efficiency of allocation for strategic projects. For example, the procurement of computer laboratories to support technology-based learning, the construction of a comfortable library, and the renovation of classrooms. All of this is done by involving the participation of various parties, such as students' parents, local governments, and community organizations. This collaboration shows that education is not only the responsibility of schools, but also society as a whole (Kholil, 2021).

In addition, another social fact is the awareness that adequate facilities and infrastructure have a direct correlation with the quality of education. Research shows that a good learning environment increases student motivation and teaching effectiveness (Kahfi et al., 2021). At NU Al Islami Junior High School, the improvement of facilities is carried out in stages according to the priority of needs. For example, the fundraising program, where transparency and accountability in the use of funds are the key to public trust. With a planned management strategy and supported by relevant social facts, SMP NU Al Islami is expected to provide equal access to quality education. This is in line with the ideals of national education to educate the nation's life and build a superior generation (Supardi, 2015).

Several previous studies have discussed various strategies for managing education financing that are relevant to efforts to improve facilities and infrastructure in schools, especially at the junior secondary education level. For example, research

conducted by Suryani (2018) on school fund management at the junior high school level shows that transparency and accountability in fund management play an important role in obtaining support from the community and other stakeholders. The study underlines that careful financial planning, including the identification of priority needs, is a very crucial first step to maximize the benefits of existing funds (Lestari & Achdiani, 2024). In addition, research from Supriyanto (2017) highlights that the involvement of students' parents through school committees can be a significant source of additional funding. In the context of private-based schools such as SMP NU Al Islami Pesanggaran, the role of the school committee is often a liaison between the school and the community to create a sustainable fundraising program. The results of this study emphasize the importance of effective communication to build public trust, so that they feel actively involved in efforts to improve the quality of education (Maulia, 2023). Furthermore, research by Wahyudi (2019) which focuses on community-based funding strategies shows that collaboration with external parties, such as social institutions and individual donors, can help schools overcome budget constraints (Ahmad et al., 2024). This research is relevant for SMP NU Al Islami Pesanggaran because it suggests strategic steps to utilize local potential as a supporting resource.

These studies provide a solid basis for understanding how financing management strategies can be effectively implemented to improve school facilities and infrastructure. By referring to the results of the research, SMP NU Al Islami Pesanggaran can develop a strategy based on local needs, involve community participation, and ensure transparency and accountability in fund management. This is the key to success in creating a better learning environment and supporting the achievement of educational goals (Maisaroh & Wathon, 2018). This approach provides added value because it creates a strategic guide that can be replicated by other schools with similar conditions (Munandar et al., 2024). Thus, this research contributes to the development of theories and practices of education financing management by presenting a new perspective that is holistic, adaptive to locality, and relevant to the challenges and opportunities of the digital era (Judijanto et al., 2024). This novelty makes this research not only a practical solution for SMP NU Al Islami Pesanggaran, but also as a strategic reference for wider education management.

2. RESEARCH OBJECTIVES

The main purpose of this study is to formulate an effective and efficient education financing management strategy in an effort to improve the quality of facilities and infrastructure at SMP NU Al Islami Pesanggaran. This goal is based on the argument that adequate facilities and infrastructure are one of the key factors that affect the success of the learning process (Marliya et al., 2020). Without adequate facilities, such as comfortable classrooms, well-equipped laboratories, and access to relevant technology, students' ability to learn to the fullest can be disrupted (Dinayanti et al., 2024). This research aims to provide strategic solutions that not only answer short-term needs, but also build a sustainable foundation to support school development (Munib et al., 2024). A strong argument underlying this goal is the importance of a planned and innovative financing management approach (Nuraziza & Sudirman, 2024). In the context of education in private-based institutions such as SMP NU Al Islami, dependence on a single source of funding, such as BOS funds, is often insufficient to meet the needs of facilities and infrastructure optimally. This research aims to provide practical and strategic guidance for SMP NU Al Islami Pesanggaran to optimize financing management, so that it can improve the overall quality of education (Nurhayati et al., 2022).

3. RESEARCH METHODS

Research on education financing management strategies in improving facilities and infrastructure at SMP NU Al Islami Pesanggaran uses a qualitative approach with a descriptive design. This approach was chosen because the main purpose of the research was to understand and formulate financing management strategies that are relevant to social, cultural, and economic conditions at SMP NU Al Islami Pesanggaran. With this approach, the research focuses on an in-depth exploration of phenomena that occur in the field and the decision-making process carried out by the school in fund management (Salsabila & Handoko, 2024). Data collection was carried out through three main techniques, namely in-depth interviews, participatory observations, and documentation studies. In-depth interviews were conducted with school principals, school treasurers, school committees, teachers, and student parent representatives to explore information about funding sources, management mechanisms, challenges faced, and strategic steps that have been or will be taken. Participatory observation is carried out to directly understand the condition of school facilities and infrastructure, as well as to identify priority needs that need to be improved (Nurbaiti, 2015). Meanwhile, documentation studies are used to analyze related documents, such as school financial statements, school revenue and expenditure budget plans (RAPBS), and records of fundraising activities (Khairani et al., 2024). The data obtained were analyzed using the thematic analysis method. The credibility of the research is maintained through data triangulation, which is comparing information obtained from various sources and data collection

techniques. The results of this study are expected to provide practical recommendations for SMP NU Al Islami Pesanggaran to manage education financing more effectively, so that it can improve the quality of school facilities and infrastructure (Budaya, 2017). This approach can also be a model for other schools with similar conditions.

4. RESULTS AND DISCUSSION

4.1 The Role of School Committees as Liaison with the Community

In an effort to improve the quality of facilities and infrastructure, the role of the school committee at SMP NU Al Islami Pesanggaran is one of the crucial strategic elements. The school committee functions as a liaison between the school and the community, especially in socializing fundraising programs and providing an understanding of educational needs (Hayani, 2015). The success of education financing management is highly dependent on the level of community participation, which is often influenced by how well school committees carry out their roles (Rahmat, 2021). The findings of the study show that when school committees are active and transparent, the level of public trust in financial management increases, which has an impact on increasing their contribution to school financing (Zakaria, n.d.). However, on the other hand, a lack of communication or management skills is often a challenge in maximizing the potential for community support (Amelia, 2023). The interview was conducted with the Chairman of the School Committee, one of the teachers, and a representative of the student's parents. Here is one quote that reinforces these findings:

"We try to explain to the public that every rupiah they donate is really used for school needs, such as building repairs or buying new chairs. When they see the results, they are more confident and more active in supporting the school program," said the Chairman of the School Committee, Mr. Ahmad.

The interviewed teacher also added that the role of the committee is very helpful in bridging communication between the school and the parents of students. According to him, school committees are often the main drivers in donation campaigns or mutual cooperation to improve certain facilities. On the other hand, some parents mentioned that the transparency in the management of funds explained by the school committee gives them a sense of confidence to continue to contribute. From the results of this interview, it is clear that the school committee acts as a mediator as well as a facilitator, which is able to strengthen the relationship between the community and the school. However, this role needs to continue to be enhanced with more structured training or guidance to ensure the sustainability and success of education financing management (Wijaya et al., 2023). The strategic role of the school committee as a mediator and facilitator has proven to be able to bridge effective communication, especially in socializing fundraising programs for the improvement of facilities and infrastructure (Fauziah, 2018). Transparency in fund management is the key to success that supports the level of community participation. When people feel that the funds they donate are well managed and used as needed, their trust increases, which ultimately impacts sustainable contributions (Shonhadji et al., 2024).

This interpretation can be explained through the Theory of Trust by Ramadhani & Sediawan, (2022) which states that trust is formed through the perception of competence, honesty, and good intentions in a relationship. In the context of these findings, school committees demonstrate competence in explaining the use of funds, transparency in reporting, and good faith in advancing education, which builds public trust. Although the role of school committees has been well underway, these findings also point to the need for capacity building, such as communication and management training. This aims to increase their effectiveness in rallying community support in a more professional and sustainable manner. With a more structured approach, the role of school committees can be optimized as the main driver in supporting the improvement of educational facilities and infrastructure (Hidayah, 2017).

4.2 Suboptimal Financial Management

Financial management is an important aspect in supporting efforts to improve school facilities and infrastructure (Salabi, 2024). However, at SMP NU Al Islami Pesanggaran University, research findings show that financial management is still not fully optimal. Some of the problems found include the lack of long-term budget planning, the limitation of periodic evaluations of the use of funds, and the lack of use of technology in financial administration. This weakness has an impact on the lack of efficiency in fund allocation, so that some priority needs, such as the procurement of technology-based facilities or classroom renovations, have not been realized properly. In addition, the lack of training in modern financial management is one of the inhibiting factors for schools to implement a more transparent and structured financial system (Sa et al., 2023). In interviews with the school treasurer, teachers, and one of the committee members, it was seen that this challenge was recognized by all parties. The school treasurer stated:

"We have tried to create a budget that suits the needs, but often the available funds are insufficient because there is no structured system to project long-term needs."

One teacher added that fund management is sometimes reactive, only addressing urgent needs without strategic planning. This, according to him, makes several facility improvement programs have to be postponed. Meanwhile, committee members mentioned that transparency in fund reporting has begun to be implemented, but it requires technology-based tools or systems to ensure accuracy and efficiency. From the results of this interview, it is clear that suboptimal financial management is the main challenge in the development of school facilities and infrastructure (Suryadi et al., 2024). With improvements to the financial system, such as the implementation of fund management applications or special training, schools can improve the efficiency of budget use and meet greater educational needs (Firdianti & Pd, 2018). The findings regarding financial management at SMP NU Al Islami Pesanggaran show that there are fundamental weaknesses in the aspects of planning, evaluation, and use of technology. The absence of long-term budget planning and the lack of periodic evaluation of the use of funds create a reactive management pattern, so urgent needs often come at the expense of strategic development plans (A. Maulana, 2023). The lack of technology application in financial administration also reduces efficiency and accuracy in reporting and planning (Yolanda et al., 2023). This condition has a direct impact on the delay of several priority programs, such as the procurement of technology-based facilities and classroom renovation. This interpretation is in line with Resource-Based View Theory (RBV) submitted by Tampubolon, (2016) which states that organizational resources, including finances, must be strategically managed to create a competitive advantage. In the context of a school, well-managed financial resources can be a key tool for achieving educational goals. The results of the interviews underlined the urgent need to improve the financial management system, including training for relevant staff and the application of financial management technology. This approach will allow schools to create more accurate projections, allocate funds more efficiently, and increase transparency. Thus, optimal financial management not only supports today's educational needs but also creates a strong foundation for sustainable development in the future (Solechan et al., 2024).

4.3 The Importance of Partnerships with External Parties

Partnerships with external parties, such as social institutions, local governments, companies, or individual donors, have great potential in supporting education financing (Permana et al., 2023). at SMP NU Al Islami Pesanggaran Research findings show that although there are several partnerships that have been established, their utilization is still not optimal. Cooperation with external parties can make a significant contribution, especially for major projects such as school building renovations, laboratory construction, or the procurement of technology-based facilities. However, the lack of a structured strategy to build and maintain relationships with external partners is one of the main obstacles. In addition, schools also face challenges in presenting their needs effectively to potential partners, so funding opportunities are often missed. Interviews with principals, committee members, and a teacher show a heightened awareness of the importance of this partnership. The principal revealed:

"We have worked with social institutions to get assistance in building school toilets, but this kind of partnership has not been established on a regular basis. If there is a more structured program, we are confident that we can get more support."

The committee member added that one of the obstacles is the lack of connections and networks with external parties. He stated that building good relationships with companies or charities takes time and resources that are not always available. The interviewed teachers also mentioned that external assistance is urgently needed, especially to overcome the lack of funds in large projects, such as the procurement of computers for laboratories.

The results of this interview underscore that partnerships with external parties have a strategic role in supporting education (Adilah & Suryana, 2021). With a better communication strategy and professional relationship management, SMP NU Al Islami Pesanggaran can maximize this potential to significantly improve the quality of school facilities and infrastructure. These findings provide a clear picture of the challenges and opportunities faced by SMP NU Al Islami Pesanggaran in managing education financing, as well as being the basis for formulating a more effective and sustainable strategy. The findings on partnerships with external parties show the importance of the role of external parties in supporting education financing, especially for large projects that require significant resources (Lase et al., 2024). While there are already several forms of partnerships in place, the lack of a structured strategy for building and maintaining relationships with external partners is a major obstacle (R. Maulana & Pramusinto, 2020). This irregularity in cooperation also indicates a gap in strategic communication and professional relationship management, so that the potential for support from external

parties cannot be utilized optimally (FEBRI, 2024). These challenges demonstrate an urgent need for more organized and effective strategies to capture the attention of potential partners and present the needs of schools in a convincing way. This finding is in line with Stakeholder Theory submitted by Mamluka et al., (2024), which states that an organization's success depends heavily on the ability to manage relationships with various stakeholders. In this context, partnerships with social institutions, governments, and companies are an important part of efforts to secure financial and material support. This interpretation emphasizes the need for training and resources to strengthen connections with external partners. With better communication strategies and professional relationship management, SMP NU Al Islami Pesanggaran can create sustainable partnerships and make a significant contribution to improving the quality of educational facilities and infrastructure. This will have a long-term impact on the quality of education for students (Maghfiroh, 2018).

5. CONCLUSION

The results of the research at SMP NU Al Islami Pesanggaran revealed three important points that are interrelated in supporting the management and development of education, namely the role of the school committee as a liaison with the community, financial management that is not optimal, and the importance of partnerships with external parties. First, the school committee holds a strategic role as a mediator and facilitator between the school and the community. When the committee is able to carry out its role with transparency and competence, the level of community participation increases, which has a positive impact on fundraising and support for school programs. However, capacity building in terms of communication and management is still needed to optimize this role. Second, suboptimal financial management shows weaknesses in long-term budget planning, periodic evaluation, and the use of technology. Without a structured and modern system, efficiency in fund allocation is difficult to achieve, which has an impact on the delay of school priority needs. Improvements through financial training and the application of management technology can be the solution to overcome this challenge. Third, partnerships with external parties provide great opportunities to support large-scale education projects. However, the lack of communication strategies and professional relationship management hinders the optimization of external support. With a more organized approach, schools can strengthen their network of partnerships to get sustainable financial and material support. Overall, the success of education management at SMP NU Al Islami Pesanggaran depends on increasing internal and external capacity, which includes community collaboration, optimizing financial management, and strengthening relationships with external parties. These measures will create a solid foundation for achieving better and sustainable education goals.

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