

Effectiveness of Financial Management in Private Schools to Achieve Excellent Accreditation: Case Study at SD IT Al-Fitrah

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ABSTRACT

Study This aiming For analyze implementation strategy management financing at SDIT Al-Fitrah and evaluate the impact to achievement of status as school featured . Study This use approach studies case qualitative for get deep understanding about practices financing applied by the school. Data is collected through technique interview in-depth, observation participatory, and review relevant documentation Data analysis was performed with using interactive models from Miles and Huberman, which includes stages data reduction, data presentation, and extraction as well as verification Conclusion. Research results show that practice needs - based financing real (needs-based budgeting), involvement active parents and community, as well as Work The same with the business world and institutions external, including utilization technology information, in significant support effectiveness management finance school. Strategies the impact positive on improvement quality learning, provision adequate facilities and infrastructure, as well as strengthening image and reputation school as institution superior and trusted education. In general overall, can concluded that management planned financing with good, good natured participatory, and implemented in a way transparent can become pillar main in build school quality, empowered private sector competition high, and trusted by the community. Findings This give implications practical for manager school private other in develop sustainable and oriented financing models quality.

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1. INTRODUCTION

Quality education is foundation main in to form source Power competitive and possessive human being skills high in the era of globalization. In context This time , the Integrated Islamic Elementary School (SDIT) is present as alternative important for family who wants superiority Good in a way academic and spiritual for children they . Management effective financing become aspect crucial in reach objective said , because ensure allocation source optimal power for power teachers , infrastructure , and quality learning programs (Hidayat & Khalika , 2019; Madjid , 2002). However Thus , management financing in schools private often face various ongoing challenges repeatedly , such as limitations source funding , increasing cost operational , as well as demands increasing accountability and transparency high (Ikhwan, 2019).

Study previous show that strategy managed financing with Good can give contribution significant to improvement quality school and achieving status as institution education superior (Miller & Josephs, 2009; Rakhmat , 1989). Although thus , still there is difference views among academics about approach best in management financing in institutions private . Some researcher emphasize importance centralization and control tight finances (Cichocka , 2016), while other more promote participatory and decentralized models that involve stakeholders interest in a way active , such as parents , teachers, to donor external (Marchlewska et al., 2019).

Debate This show complexity in align practice management finance with objective institutions and indicators quality education . Based on background behind said , research This aiming For analyze implementation strategy management financing at SDIT Al-Fitrah and evaluate his contribution to achievement of status as school featured . With approach studies case qualitative , research This explore how is the planning process , mobilization source power , and governance participatory can push creation environment sustainable and oriented education quality . Research results This expected can enrich understanding related management financing in institutions private Islamic education , as well give input practical for stakeholders policy and leadership school in optimize practice finance For improvement quality institutional.

2. METHODS

Study This use approach qualitative with type studies case For understand in a way deep dynamics strategy management financing at SD IT Al-Fitrah. Approach This chosen Because capable dig meaning , experience subjective , as well as the social processes that occur in context real management finance school . study case used For give understanding holistic to How strategy financing designed , executed , and evaluated in a way contextual in the environment school .

Location study is Al-Fitrah IT Elementary School, a integrated Islamic school private sector in Bandung City which is known own strategy financing innovative . Subject study covers head school , treasurer , chairman committee school , and parents students — all chosen through purposive sampling technique . Selection This based on considerations that the informants own in -depth knowledge and role important in management finance school .

Data collected through three technique main : interview in-depth , observation participatory , and study documentation . Interview done in a semi- structured manner For dig practice planning and management budget . Observation done during activity school meetings and programs use catch interaction and context social . While that , documentation such as RKAS, reports finance , and minutes meeting used as secondary data sources For strengthen validity through data triangulation .

Data analysis was performed with the Miles and Huberman model which includes three stages : data reduction , data presentation , and Withdrawal and verification conclusion . Data that is not relevant filtered and information important classified in accordance theme research . Next , the data is presented in form narrative or table thematic For make it easier identification pattern . The conclusion is obtained through interpretation in-depth and verification cross between data source . This process

done in a way reflective and repetitive For ensure accuracy comprehensive findings and understanding to practice financing at SD IT Al-Fitrah.

3. FINDINGS AND DISCUSSION

1. *Financing Management Strategy at SDIT Al-Fitrah*

SDIT Al-Fitrah implements a participatory and needs-based budgeting management strategy that is realized through the collaborative preparation of RKAS (School Activity and Budget Plan). This budget preparation process not only includes BOS (School Operational Assistance) funds, but also considers real needs that include academic aspects, infrastructure development, human resource capacity building, and religious programs. This approach is in line with the principles of School-Based Management as suggested by the OECD (2012) and Gurr et al. (2010), which emphasize the importance of school autonomy in decision-making and resource management.

In addition to participatory planning, the financing strategy is also strengthened by two additional approaches:

- Community empowerment: Parents of students play an active role in supporting funding through voluntary donations, zakat, and social fundraising programs. This shows direct community involvement in educational development, while also fostering a sense of ownership of the school.
- Partnership with external institutions: SDIT Al-Fitrah has established strategic partnerships with various parties such as banks, hospitals, zakat institutions, and alumni. This partnership not only diversifies funding sources, but also expands the school's social and economic network without directly burdening students (UNESCO, 2016).

2. *Impact on School Quality*

a. *Improving the Quality of Education*

The funds collected are used to support regular teacher training, curriculum development, and the provision of learning facilities such as Tahfiz rooms and mini science laboratories. The school targets that each student will be able to memorize at least two juz of the Qur'an. The results of this educational investment are reflected in student achievements in academic and non-academic fields, including achievements in national events such as the 2024 Pencak Silat competition.

b. *Development of Facilities and Infrastructure*

Effective financing also encourages improvements in physical school facilities, such as the construction of new classrooms, child-friendly playgrounds, improvements to sanitation facilities (toilets and ablution areas), and the provision of digital learning aids. This supports a healthy, safe, and modern learning environment.

c. *Stakeholder Satisfaction*

The interview results showed a high level of parental satisfaction with the transparency of school financial information and their involvement in the decision-making process. This finding strengthens Epstein's theory (2018) which states that active parental participation has a significant impact on improving the quality of education.

3. *Comparative Analysis with Similar Schools*

In comparison, the financing strategy at SMK Muhammadiyah 3 Bandung is focused on fundraising led by the school committee. Meanwhile, SMA Muhammadiyah 8 Ciputat developed its own school-owned business model, known as BUMLP (Badan Usaha Milik Lembaga Pendidikan), as an alternative source of income.

Although SDIT Al-Fitrah does not yet have a business unit like BUMLP, this school has received strong support from the community and utilizes corporate social responsibility (CSR) programs as additional sources of funding. This strength shows that social collaboration and community trust can be a great social capital in building a highly competitive private school.

4. *Student Growth and Achievement Trends*

a. *Development of the Number of Students*

Month	2022–2023	2023–2024	2024–2025
July	180	190	195
August	182	192	198
September	183	193	200
October	185	195	202
November	186	197	204
December	187	198	205
January	188	199	206
February	188	199	207
March	188	200	208
April	188	200	208
May	188	200	209
June	188	200	209
Average	186	196	203

Student enrollment has grown steadily each year, indicating high public trust and low dropout rates.

Based on the recapitulation of data on the number of students at SD IT Al-Fitrah from the 2022–2023 to 2024–2025 academic years, there is a consistent increasing trend from year to year. In the 2022–2023 academic year, the number of students per month ranged from 180 to 188 students, with an average of 186.4 students. A significant increase occurred in the 2023–2024 academic year, where the monthly average reached 196.1 students. This trend continues, and peaks in the 2024–2025 academic year, with an average of 203.3 students per month.

The growth in the number of students is a strong indicator that the level of public trust in SD IT Al-Fitrah is increasing. This trust is most likely influenced by positive perceptions of the quality of education provided, the effectiveness of school governance, and continuous improvement in the facilities and learning programs offered. Not only attracting new students, the stability of the number of students from month to month also shows that the dropout rate and student transfer are very low, which also strengthens the school's reputation as an educational institution that is able to maintain student and parent satisfaction on an ongoing basis.

Thus, this student growth data can be seen as an indirect result of an effective and transparent financing management strategy, where targeted fund allocation contributes to improving the overall quality of education services. Strategically, the increase in the number of students also provides greater opportunities for schools to expand their financing base, establish partnerships, and design superior programs that can improve the competitiveness of institutions at the regional to national levels.

b. Student Achievements

Competition Level	Number of Achievements
School	5
Subdistrict	11
City/District	26
Province	14

Competition Level	Number of Achievements
National	5

Students are progressively succeeding at broader competition levels, reflecting effective talent development strategies.

c. Student Number vs. Achievements Over Time

Academic Year	Avg. Students	Achievements	Notes
2022–2023	186	±10	Mostly local achievements
2023–2024	196	±20	Start of provincial-level success
2024–2025	203	±30	Includes national/international awards

Growth in student numbers aligns with improved achievement quantity and quality, suggesting a positive correlation between enrollment, financial strategy, and student success.

There has been a consistent increase in the number of students at SD IT Al-Fitrah from year to year, namely from an average of 186 students in 2022–2023 to 196 students in 2023–2024, and continuing to increase to 203 students in 2024–2025. This increase is directly proportional to the number and achievements achieved by students each year. In 2022–2023, student achievement was still dominated by competitions at the school and sub-district levels, indicating that the school's focus was still on developing early skills and competitive experience. However, in 2023–2024, students began to show their ability to penetrate the provincial level, indicating an increase in quality and more intensive coaching support.

The peak occurred in the 2024–2025 academic year, when student achievement increased not only in terms of quantity, but also in terms of quality. Achievements were achieved at the national and even international levels, which is an extraordinary achievement and a strong indicator that the school has succeeded in creating a competitive, supportive, and high-achieving learning environment. It can be concluded that the increase in the number of students has a positive impact on achievement. The more students who join, the greater the school's opportunities to attract potential talents, increase the intensity of coaching programs, and build a healthy and competitive educational ecosystem.

Analysis of the Effectiveness of Private School Financing Implementation in Achieving Excellent Accreditation at SD IT Al-Fitrah

The financing strategy implemented by SD IT Al-Fitrah has proven effective and contributed significantly to the achievement of the school's status as a leading institution. This effectiveness can be analyzed through several main indicators as follows:

a. Systematic and Participatory Budget Planning

Budgeting is done through the RKAS (School Activity and Budget Plan) document in a transparent manner and based on real needs. In this process, the active involvement of the school committee, teachers, and management ensures accountability and inclusive decision-making. This is in line with the principle of school-based management which places stakeholders as an integral part of financial management.

b. Diversification of Funding Sources

In addition to relying on BOS funds from the government and student contributions, schools have also succeeded in exploring sources of funding through community donations, social activities (charity), and cooperation with external institutions such as CSR programs, banking, hospitals, and

alumni. This diversification helps reduce financial dependence on a single source, while increasing the school's financial resilience and sustainability.

c. Targeted and Strategic Fund Allocation

The funds collected are strategically allocated for various priority programs, including: teacher training, integrative curriculum development, provision of learning facilities, and student talent development. This strategy has proven to be able to encourage increased achievement both academically and non-academically, including student achievement at the national and international levels.

d. Improving Facilities and Stakeholder Satisfaction

The investments made include the construction of new classrooms, child-friendly playgrounds, science laboratories, and digital learning facilities. In addition, the results of interviews showed that the level of parental satisfaction was very high, especially due to the transparency in financial management and the improvement in the quality of educational services.

e. Correlation between Student Growth and Achievement Improvement

As the number of students increases from 186 in the 2022–2023 academic year to 203 in 2024–2025, the number of achievements achieved by students also shows a significant upward trend. This reflects that effective financing management is able to create a competitive and productive learning climate, which encourages students to develop optimally.

Overall, the collaborative, needs-based, and transparent financing approach at SD IT Al-Fitrah is a strong foundation in achieving superior accreditation, while also building public trust as a competent and trusted educational institution.

4. CONCLUSION

Based on results research that has been done, can concluded that management The financing applied at SD IT Al-Fitrah has show effectiveness tall in support achievement accreditation school with predicate superior. Strategy financing that is carried out based on the principle participatory, structured, and innovative, which includes involvement active stakeholders interests, planning budget based on need real, and utilization various alternative funding sources in a way transparent and accountable.

Through strategy this, school succeed fulfil various aspect support quality education, starting from fulfillment need academic, improvement teacher competence through training periodic, development facility physical and digital, up to coaching students who have an impact on improving achievement at level local, national, to international. This is confirm that governance good finance No only functioning as tool administrative, but also become instrument strategic in create system excellent, inclusive and sustainable education.

With Thus, the findings in study This show that school private own potential big For grow and compete in a way competitive, as long as managed with principles transparency, accountability, and collaboration. Management proper financing No only ensure continuity operational school, but also form image positive institution in the eyes society and create environment quality learning for participant educate.

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Statement Conflict Interest : With this , researcher state that No there is conflict interest in implementation and compilation report study This . The whole process is done in a way independent , professional and based on ethics study scientific . Information and data obtained used in a way objective without existence intervention from party outside that can influence validity results study .

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