Journal of Research in
Educational Management
ISSN: 2964-5026 (p) 2964-4828 (e)
Vol. 4, No. 1, 2025
https://doi.org/10.71392/jrem.v4i1.31

OPEN ACCESS

Optimizing School Budgets to Improve Financial Performance Through Good Governance

Febriyanti Ghayatul Qushwa [1]

[1] *Universitas Nurul Jadid, East Java, Indonesia*
[*] *Corresponding Author: 2352600001@unuja.ac.id*

Abstract : *This study examines the application of sound governance principles in school budget management and their implications for financial performance at Salman Alfarisi Vocational School. Effective school financial management requires more than compliance with administrative procedures; it also depends on transparency, accountability, stakeholder trust, and the efficient allocation of educational resources. Accordingly, this study focuses on three key dimensions: compliance with accounting standards, accountability and public trust, and the efficiency of budget utilization. A qualitative case study approach was employed to explore how these principles are understood and implemented in the school's financial management practices. Data were collected through in-depth interviews, direct observations, and document analysis, and subsequently analyzed using thematic analysis to identify recurring patterns, implementation challenges, and opportunities for improvement. The findings indicate that the school has made efforts to incorporate sound governance principles into its budgeting and financial management processes. However, challenges remain in maintaining consistent compliance with accounting standards, strengthening transparency and accountability in financial reporting, and ensuring that available funds are allocated efficiently according to institutional priorities. These findings highlight the importance of strengthening financial management competencies, improving communication with relevant stakeholders regarding budget allocation and expenditure, and adopting more adaptive budget planning practices. This study emphasizes that sound governance should be integrated into routine financial decision-making rather than treated solely as an administrative requirement. The findings provide practical insights for school leaders and financial administrators seeking to improve financial accountability, optimize resource utilization, and strengthen stakeholder confidence in educational institutions.*

Keywords : *Sound Governance; School Budget Management; Financial Accountability.*
Article History : Received: March 2025 Revised: May 2025 Accepted: June 2025

Copyright © 2025 Journal of Research in Educational Management, *All Rights Reserved*

This is an open access article distributed under the terms of the Creative Commons Attribution-Share Alike 4.0 License License

INTRODUCTION

In the current era of globalization and digitalization, school budget management is the primary key to improving education quality. Schools as educational institutions require efficient and effective financial management to ensure that available resources can be used optimally (Nasir et al., 2023;Bahar et al., 2024;Mesiono et al., 2024). However, not all schools succeed in implementing the principles of good governance in managing their budgets. This phenomenon often results in waste of funds, non-transparent management, and negative impacts on school financial performance (Apriliani et al., 2024;Akbar et al., 2021).

According to data from the Central Statistics Agency (B.P.S.), many schools in Indonesia need help managing their budgets well, which impacts the quality of education provided (Nahdi et al., 2024;Santoso & Mukhlis, 2021). This situation shows the need for in-depth research on how sound governance principles in budget management can influence school financial performance. Theories such as Good Governance Theory and Budget Management Theory will provide an academic foundation for analyzing the relationship between good governance and optimal financial results (Rosidah et al., 2023).

Good Governance theory emphasizes the importance of transparency, accountability, and participation in budget management. For example, this theory underlines that by applying these principles, educational institutions can achieve more effective and efficient financial management Rosidah et al., 2023). Budget Management Theory, which discusses budget planning, monitoring, and evaluation, is also relevant to understanding how budget management can be improved to achieve better financial performance (Kuntadi & Ramayani, 2022).

The main problem in this research is the need for a better understanding of and application of sound governance principles in school budget management. Many schools still need to fully implement the principles of transparency, accountability, and participation in managing their budgets. As a result, there is uncertainty and inefficiency in using funds, which negates the performance. This research will focus on how sound governance principles can improve budget management and school financial performance. This research problem is significant because poor budget management can result in a waste of funds, an inability to meet operational needs, and a decreased quality of education.

This journal investigates the effect of implementing sound governance principles on the financial performance of public sector organizations. This research found that transparency and accountability significantly increase the efficiency of budget use (Lestari & Purnamawati, 2022). This research explores the relationship between budget management and financial performance in educational institutions. The results show that good budget management can improve financial results, especially when balanced with good governance practices (Ngakil & Kaukab, 2020). This article compares the implementation of budgetary controls and governance in different schools. This research highlights the importance of implementing sound governance principles in achieving better financial performance (Nisa et al., 2024). Research on transparency has a positive and significant effect on the effectiveness of B.O.S. fund management. Accountability has a positive and significant effect on managing B.O.S. funds, and participation has a positive and significant effect on managing B.O.S. funds (Ufairah, 2023). This research uses H.R. Competency, which is considered one of the factors that can have an indirect

influence on the management of B.O.S. funds, and the results of the research show that Good Governance, both directly and through H.R. Competency, has a positive and significant effect on B.O.S. Fund Management (Widyastuti et al., 2022).

Previous studies provide an overview of the relationship between good governance and financial performance but often focus on the public sector in general or non-educational institutions. This research will fill this gap by explicitly examining the application of sound governance principles in school budget management. Moreover, much previous research has yet to explore schools' specific challenges in implementing these principles in educational contexts.

This research offers novelty by focusing on school budget management in the context of good governance. In contrast to previous research that may only touch on general aspects, this research will explore the concrete challenges schools face in implementing sound governance principles and how this impacts their financial performance. By identifying specific challenges and providing recommendations that can be implemented, this research has the potential to contribute significantly to budget management practices in the education sector.

The main objective of this research is to analyze how applying sound governance principles in school budget management can improve financial performance. This research aims to identify the challenges schools face in implementing these principles, evaluate the impact of sound governance principles on financial results, and provide practical recommendations for improving school budget management. Thus, this research can provide helpful guidance for educational decision-makers to achieve more effective and efficient budget management.

METHOD

This research uses a qualitative approach with a case study method to understand the application of sound governance principles in school budget management and its impact on financial performance. A qualitative approach was chosen because it allows researchers to explore and understand phenomena in a broader context and gain in-depth insight into challenges and best practices in budget management. This type of research aims to provide a more comprehensive understanding of how the principles of good governance are applied in the context of budget management in schools.

Table 1.
Research Informant

Position	Amount	Genres		Education		Informant Code
		Lk	Pr	S1	S2	
Headmaster	1	1	-	-	1	AF
vice principal	3	2	1	1	2	SN, HF, EW
Teacher	3	2	1	2	1	JP, AS, MJ
Staff	2	1	1	2	-	ED, JM

Data collection techniques in this research involve in-depth interviews, observation, and document analysis. In-depth interviews were conducted with school principals, treasurers, and other related parties to obtain detailed information regarding the implementation of sound

governance principles and the challenges faced. Observations were carried out in the field to observe the budget management process and the implementation of governance principles in schools directly. Document analysis includes reviewing financial reports and other related documents related to budget management. The research location is Salman Alfarisi Vocational School, Jl. Sambi Rampak, Krajan, Sambirampak Kidul, Kec. Kotaanyar, Probolinggo Regency, East Java.

This research uses thematic analysis techniques for data analysis. Data obtained from interviews, observations, and documents will be analyzed to identify main themes related to the application of good governance principles in budget management and their impact on financial performance. The analysis process includes coding data, grouping emerging themes, and interpreting the results to draw conclusions and provide relevant recommendations. This technique allows researchers to organize data systematically and gain deep insight into schools' practices and challenges in managing their budgets.

RESULT AND DISCUSSION

This research explores the application of good governance principles in school budget management and their impact on school financial performance. Based on data collected through in-depth interviews, observations, and document analysis, three main aspects of budget management were found: compliance with accounting standards, accountability and trust, and efficient use of funds. These findings provide important insights into how good governance principles are applied in the context of school budget management.

Result

Aspects of Compliance with Accounting Standards

Compliance with accounting standards is one of the leading indicators in assessing the effectiveness of school budget management (Nugraha, 2024). Compliance with accounting standards is critical to ensuring that an entity's financial statements reflect its actual financial situation and that the accounting process is carried out in a manner that complies with established principles and regulations (Fimanto & Rani, 2021). Compliance with accounting standards refers to following the principles, rules, and guidelines set out in accounting standards in the preparation, reporting, and management of financial reports (Lantu et al., 2023). Accounting standards aim to ensure that financial reports are prepared consistently, transparently, and reliably so that the information presented can be appropriately used by stakeholders such as management, investors, auditors, and regulators.

Table 2. Results of Interviews with Teachers regarding Aspects of Compliance with Accounting Standards to Improve Financial Performance

Interview Results	Coding	Resources
"The implementation of accounting standards in our schools does follow existing regulations, but the implementation is still not completely adequate. We have	Use of Applicable Accounting Standards	Teacher

made efforts to follow established accounting principles."		
"Accurate and transparent reporting is essential to ensure all parties understand how funds are used. We also experienced difficulties providing transparent reports without increasing administrative burdens."	Accurate and Transparent Reporting	Teacher
"Our school has complied well with applicable accounting regulations, but there is room for improvement. "Efforts to increase public trust exist, such as submitting financial reports to parents and the community."	Regulatory Compliance	Teacher
"Our school has made several efforts to increase public trust, such as holding monthly meetings with parents and providing annual financial reports."	Increasing Public Trust	Teacher

The findings above show that implementing accounting standards in schools has followed existing regulations, but he feels the implementation needs to be more adequate. Despite efforts to adhere to established accounting principles, there are still obstacles to integrating the latest standards into daily practice. Some of the procedures implemented must be entirely based on changes in the latest accounting regulations, resulting in uncertainty in implementation. Accurate and transparent reporting ensures a good understanding of how funds are used. However, he noted that reports needed to be more detailed and technical, making them difficult for non-accounting parties such as teachers and parents to understand. Providing truly transparent reports without increasing administrative burden is also a challenge. In terms of compliance with accounting regulations, the school has complied sufficiently but admits there is room for improvement. Efforts to increase public trust include submitting financial reports to parents and the community. However, he noted that communication regarding budget use could sometimes have been effective. EdTo increase public trust, schools need to be more proactive in involving the community and explaining the budget management process more openly. Public trust has yet to be fully built with monthly meetings with parents and the provision of annual financial reports. Concerns still exist among parents regarding how school budgets are spent and whether funds are managed optimally.

Table 2 above shows indicators from the results of joint interviews with several informants regarding aspects of compliance with accounting standards to improve financial performance, which will be discussed theoretically as follows:

***First*, Use of Applicable Accounting Standards**. The use of applicable accounting standards refers to applying accounting principles and guidelines established by the relevant accounting standards body in preparing and reporting financial statements (Bangsawan & Abbas, 2021). Accounting standards provide a framework that must be followed to ensure that financial statements are prepared consistently, reliably, and comparable. Applying accounting standards requires appropriate training for accounting and supervisory staff to ensure that all reports are prepared according to the relevant standards (Awaludin & Ardiansyah, 2024).

***Second,* Accurate and Transparent Reporting**. Accurate and transparent reporting means presenting financial information honestly and clearly, without manipulation or hiding significant information. Transparency in reporting allows stakeholders such as management,

investors, and regulators to make well-informed decisions (Fahira & Sebrina, 2024). Financial reports must include all material information that can influence stakeholder decisions. This includes disclosures about accounting policies, estimates, and financial statement changes (Wardoyo et al., 2023). Reports should be structured so that they are easily understood by stakeholders who need an accounting background to evaluate financial information correctly.

Third, Regulatory Compliance. Compliance with regulations means fulfilling all applicable regulations and laws when preparing and reporting financial statements. These regulations may involve local and national laws and international standards set by financial regulatory bodies. An entity complies with international standards if it operates globally or if international standards are implemented in the country. Compliance is often monitored through an audit process carried out by external auditors to ensure that financial reports comply with applicable regulations (Selfiani, 2024).

***Fourth*, I am increasing Public Trust**. Increasing public trust means building and maintaining public and stakeholder confidence that budget management is transparent, accountable, and efficient (Sholeh, 2023a). Public trust is essential to an organization's reputation and integrity. Communicate financial information openly and clearly to all stakeholders, including financial reports, use of funds, and budget decisions (Padang, 2022). Ensure that every use of funds and financial decisions can be accounted for and have clear reasons.

Aspects of Accountability and Trust

Accountability and trust are closely related to financial management and reporting in the context of public and private organizations (Windasari, 2024). Both are essential in ensuring transparency and integrity when managing funds and resources. Accountability and trust are essential in building public trust in budget management (Sholeh, 2023). In the words of Ahmad Fauzi, the school principal who stated that "We try to be transparent in financial reports, but sometimes there is a perception among parents and students that the information presented is not completely clear, but there are also some funding that must be the school's privacy. "

The informants' interviews show that schools strive to be transparent in financial reporting. However, challenges still need to be addressed related to the clarity of the information presented and the need to keep some information private from the school. Moreover, schools need to balance transparency and privacy to increase trust and understanding between parents and students. This may require simplifying financial reports, improving communications, or using alternative methods to convey information more understandably while maintaining required confidentiality.

It is also in line with the expression of Sari Nur Hidayah, the school treasurer, who gave her opinion: "Our efforts to report the use of funds in detail have indeed been carried out, but have not fully overcome existing concerns regarding the clarity and accountability of reports. There are still challenges in ensuring that every information presented is obvious and can be understood by all parties."

Although financial reports are carefully prepared, there is still room to improve communication and transparency with all relevant parties. This suggests a gap between the

efforts made to report detailed use of funds and the expected results in clarity and accountability. Schools need to focus more on simplifying reports and improving communication so that all stakeholders can understand the information better and ensure that each financial report is not only detailed but also truly accurate and understandable.

The words of Joko Prawitno also confirm this, a teacher, who added, "There is an urgent need to explain further in a more detailed way how funds are used and spent. This is important to ensure that all parties feel actively involved and fully trust the management budget."

The results of joint interviews with this informant show that it is possible to build a sense of involvement and trust between all parties involved. When stakeholders, such as parents and students, feel more involved and clearly understand budget management, they tend to have greater confidence in how funds are managed. This shows that increasing transparency and detail in financial reporting can help strengthen relationships and ensure all parties feel involved and confident in the school's financial management. These findings indicate that increasing accountability and trust requires better strategies in communication and information delivery."Our school has made several efforts to increase public trust, such as holding monthly meetings with parents and providing annual financial reports."



Figure 1. *Accountability*

Implementation of Efficient Use of Funds

Efficient use of funds in school financing management refers to the extent to which available funds are used optimally to achieve desired results with minimum costs. It is a critical aspect of assessing school financial performance. To achieve efficient use of funds, financial managers must carry out careful planning, continuous monitoring, and systematic evaluation to ensure that every fund spent provides maximum value and supports the achievement of organizational goals.

In Ahmad Fauzi's words as the principal, "We have made various efforts to ensure that funds are used efficiently and effectively, but sometimes the budget is not always sufficient for all urgent needs and priorities that suddenly arise.

The results of interviews with the informants above show that, although fund management is carried out well, there are limitations in the budget, which affect the ability to handle all needs optimally. Efficient use of funds here means maximizing the benefits of

available funds. However, budget insufficiency indicates that even with maximum efforts, existing funds may only sometimes be adequate to meet all urgent demands or situations. Thus, the results of this interview underline the need to balance tight budget planning and flexibility when dealing with urgent needs. Despite careful financial management, budget constraints and changing priorities require more adaptive strategies to ensure that funds are used optimally to meet dynamically emerging needs.

This is in line with the words of Sari Nur Hidayah, the deputy head of the school for treasurer, who added that "The use of funds often has to be adjusted to suddenly changing priorities, and this can affect the efficiency of budget allocation and requires quick adjustments to continue to meet urgent needs and support the main goal."

From the results of this interview, it can be concluded that the use of funds is faced with challenges in dealing with changes in priorities, which often occur suddenly. This shows that the budget allocation system must be flexible enough to respond quickly to these changes, which can affect the efficiency of fund allocation. Given the challenges in fund management associated with these unexpected changes in priorities, to minimize the impact on the efficiency of budget allocations, an approach is needed that allows for quick adjustments while still trying to maintain the use of funds to remain effective and in line with the stated objectives. This indicates that flexibility in fund management needs to be increased to face changing needs.

Then, Hudi Setiawan, deputy principal for administration, revealed, "There are times when we have to sacrifice several important and priority programs due to limited funds available, even though we try hard and are committed to managing resources as well as possible to maximize benefits for all parties. "

The interpretation of this interview shows that the informant above revealed significant challenges in managing funds where budget limitations forced the school to sacrifice several vital programs, which were also school priorities. Despite solid efforts and commitment to manage resources as best as possible, limited funds remain a significant obstacle in achieving all desired goals. Budget management has a dilemma where limited resources require compromises that impact essential programs. This shows that despite efforts and commitment to manage funds well, budget limitations require strategic solutions to accommodate all priorities better. These findings indicate the need for better budget planning strategies to increase the efficiency of using funds.



Figure 2. Joint School Committee Meeting



Figure 3. Meeting with Parents

The evidence in the form of the picture above shows that the school held a meeting with the school committee; this is a forum where the school and the school committee consisting of members of the school community, such as parents, teachers, and community representatives,

gather to discuss budget planning and management. Strategic decisions regarding allocating funds for various school programs and activities are often taken in these meetings. The school committee is crucial in providing input and approval to the budget plan, ensuring that available funds are used for the most essential and urgent activities and needs. Meanwhile, meetings with student parents allow schools to communicate directly with parents about the management and use of funds. This meeting allows parents to get precise information about how school funds are used, including what programs the budget is allocated to. In addition, the active involvement of parents in meetings can increase their support for various school initiatives, strengthen partnerships between schools and families, and improve the efficiency of fund allocation by avoiding spending on programs that are less relevant or less supported by the community.

Efficiency in Resource Use

Efficiency in the use of resources is a critical element in improving school financial performance. By maximizing the results of each fund spent, schools can ensure that the available budget is used optimally to achieve educational goals. The application of sound governance principles is critical in achieving this efficiency. This explanation will be strengthened by the results of interviews with several informants, which will be presented below:

In line with Dirmaya's statement, the teachers stated, "We try to maximize the use of the budget by focusing on priority needs such as improving the quality of learning and improving facilities. Every year, we invite the school committee and parent representatives to discuss budget allocations so the decisions truly reflect the urgent need." The results of interviews with this informant show that budget use in schools is carried out with a participatory and strategic approach. Involving various stakeholders in the budget planning process ensures that funds are allocated according to needs and increases a sense of shared responsibility. This also reflects the principles of transparency and accountability in budget management.

Then, with a statement from Gurnianto, the school's deputy head for facilities and infrastructure, he gave his opinion: "We emphasize routine maintenance, starting from periodic checks to small repairs to facilities. By doing this, we can save on major repairs, which usually require a large budget. We also have an annual maintenance schedule carried out in a disciplined manner." The results of interviews with this informant emphasize the importance of asset maintenance and upkeep as part of a budget efficiency strategy. By maintaining the condition of assets through routine maintenance, schools can avoid large expenditures on repairs or replacement of facilities. This reflects proactive and responsible management of the assets owned and extending the economic life of these assets.

Susilo, one of the teachers, also agreed, saying, "For energy management, we have replaced all the lights with energy-saving L.E.D. lights and regulated the A.C. temperature more wisely. We also educate students and staff always to turn off electrical equipment when not in use. Steps -This step has reduced the school's electricity costs significantly." The results of this interview underline the school's efforts to manage energy efficiently as part of budget savings. Implementing energy-saving technology and education for students and staff is a practical strategic step in reducing operational costs. This also shows the school's commitment to environmental sustainability while maintaining efficient use of the budget.



Figure 4. *Maintenance*

Discussion

From the indicators above, the observation results show that although the school has tried to follow the applicable accounting regulations, its implementation could be more entirely optimal. Preparing financial reports shows that the accounting procedures sometimes need to align with the latest standards. As such, there needs to be more clarity between the accounting policies implemented and the latest practices stipulated in regulations. Observations of the reporting process in schools reveal that the reporting presented needs more detail and is often too technical. The prepared financial reports are only sometimes easy to understand by non-accounting parties, such as teachers and parents, which can hinder understanding the use of funds. Then, observing school compliance with accounting regulations, areas still require improvement despite significant efforts to comply with applicable regulations. The internal audit and checking process shows that schools have fulfilled most regulatory requirements. However, some aspects of the regulations sometimes need to be fully integrated into daily practice. To increase public trust, the school has implemented several initiatives, such as monthly meetings with parents and the submission of annual financial reports. Although information about budget management is provided, more open communication and more active involvement of the public is needed to build more solid trust.

Several of the findings above, depicted in the first figure, show how even though the school is trying to be transparent in financial reporting, the information presented still needs to be completely clear. According to the information asymmetry theory, an imbalance of information between the party providing the report and the party receiving the information can cause misunderstanding and distrust (Birahayu, 2024; Hasanah et al., 2024). Then, the report simplification section reflects the need to simplify financial reports to make them more accessible for all related parties. Likewise, the user-friendliness theory in financial reporting underlines the importance of presenting information in an easy way for stakeholders who need to be accounting experts to understand (Anwar, 2022; Alifuddin, 2023; Munawwaroh et al., 2024). The existence of good communication can indicate deficiencies in communication that affect transparency and understanding of information (Daga & Prasetyo, 2023). Improving the quality of communication, both in format and frequency, can help reduce misunderstandings and improve how information is presented to stakeholders. Increased transparency is expected to strengthen the sense of involvement and trust between parents and students (Anjani et al., 2024; Rahman, 2023). According to the Social Exchange Theory by George Homans, good

relationships and trust develop when there is a mutually beneficial exchange (Nengsih & Syafrini, 2022). In this case, active involvement in the financial reporting process and conveying clear information can build greater trust from stakeholders in school budget management (Sholeh, 2023). The latest findings show that even though financial reports are prepared carefully, there is still room to increase accountability, or it can be understood by Principal-Agent Theory, which underlines that accountability is critical in the relationship between the party who manages the resources (agent) and the party who entrusts the resources (Principal) (Syah et al., 2023; Nofitasari, 2020). Financial reports are detailed, accurate, and understandable to increase accountability, ensuring that agents act according to the principal's expectations and fulfill their responsibilities well.

Thus, it can be understood theoretically that joint school committee meetings and meetings with student parents play an important role in maximizing the efficient use of school funds by ensuring that budget decisions are taken in a participatory and transparent manner and that the allocation of funds is by the priorities and needs identified by various parties. Related (Nafiah, 2024;S. Anwar, 2022). In financial management and accountability theory, joint school committee meetings are an example of implementing participatory decision-making and transparency in budget management (Musfirah et al., 2024). This forum, which involves parents, teachers, and community representatives, serves as a platform to discuss and determine the allocation of funds for various school programs and activities. Decision-making in this meeting was based on the theory of participation in management, which underlines the importance of involving various stakeholders in the budget planning process to ensure that decisions taken reflect the most pressing needs and priorities (Carvalho et al., 2021;Ayegbusi & Lucas, 2020). By involving school committees, schools can ensure that funds are used strategically and by the needs considered most important by the education community.

The results of interviews and interpretations of joint interviews with the informants above show that the use of budgets, maintenance, and upkeep of school assets and energy management are interrelated in creating financial efficiency in schools (Purba et al., 2024). Participatory and targeted use of budgets allow schools to allocate funds more wisely, while good asset maintenance helps prevent significant, unexpected expenses (F. Akbar et al., 2023). Efficient energy management also reduces operational costs, improving the school's financial performance (Alfiana et al., 2024). Meanwhile, time management and human resource capacity also play an essential role in increasing efficiency and financial performance. Good time management ensures that all school activities run smoothly without wasting time, which can impact operational efficiency. Training and human resource capacity development are essential to ensure that staff have the skills to manage budgets and other resources effectively (Salsabila & Fadli, 2023). After that, applying sound governance principles in these five indicators serves as a foundation for creating efficient and financially sustainable schools. This approach ensures that any funds spent provide maximum benefit and that assets and other resources are managed most effectively and responsibly (Ekawati et al., 2023). This way, schools can better achieve their educational goals while maintaining healthy financial stability.

CONCLUSION

This research reveals significant findings on applying sound governance principles in school budget management and its impact on financial performance. The most important

findings show that compliance with accounting standards, accountability, and efficient use of funds are critical aspects of budget management. The lesson drawn from this research is the importance of implementing sound governance principles in budget management to increase transparency, accountability, and efficiency. This research emphasizes that despite significant efforts in budget management, challenges still need to be overcome, such as difficulties in consistently following accounting standards and a lack of transparency that affects public trust.

The contribution of this research lies in updating the perspective regarding the application of sound governance principles in the context of school budget management, focusing on relevant variables such as compliance with accounting standards, accountability, and efficient use of funds. This research also makes scientific contributions through qualitative methods and in-depth case studies, enriching an understanding of the challenges faced by schools in budget management. However, this research has limitations in that the location coverage is limited to one school and does not consider variables such as gender and age in detail. Therefore, further research is needed to accommodate these variables and use broader survey methods to get a more comprehensive picture. Further research will help formulate policies that are more effective and targeted in managing school budgets.

ACKNOWLEDGMENT

The authors would like to express their sincere gratitude to Salman Alfarisi Vocational School, particularly the school leadership, teachers, and financial administrators, for their cooperation and valuable contributions throughout this study. The authors also appreciate all participants who generously shared their experiences and insights, which significantly supported the completion of this research.

BIBLIOGRAPHY

Akbar, F., Nurlaila, N., & Jannah, N. (2023). Analysis of Fixed Asset (Machine) Maintenance Costs to Maintain Smooth Production at CV Rabbani, Medan City. Journal on Education, 5(2), 1920–1931.

Akbar, K., Karim, ZP, Fadlullah, N., & Armia, MS (2021). Supervise the system of the Aceh Special Autonomy Fund and its impact on eradicating corruption. Integrity: Anti-Corruption Journal, 7(1), 101–120.

Alfiana, A., Cakranegara, PA, Eka, APB, Irdawati, I., & Mere, K. (2024). Innovation in Working Capital Management: Analysis of the Influence of Digital Payment Strategies and the Latest Supply Chain Models. Journal of Darma Agung, 32(2), 802–811.

Alifuddin, P.R.M. (2023). The Influence of Reputation, E-Recruitment, and Work Environment on Interest in Applying for Jobs by Students. S.T.I.E. Indonesia Banking School.

Anjani, NLWH, Mertawati, NLPA, Pinasti, DR, Ariningsih, NL, Putra, GAED, Wijana, P., Putra, IPAP, Apriliani, PADU, Mars, PC, & Iswari, ADP (2024). Accounting Anthology: Future Opportunities and Challenges. SCOPINDO MEDIA LIBRARY.

Anwar, CM (2022). The emergence of false realities about the concept of "Silaturrahim": an academic social construction perspective. Tourism Critiques: Practice and Theory, 3(1), 88–97. https://doi.org/10.1108/trc-03-2022-0004

Anwar, S. (2022). The Role of the School Committee as a Mediator Between Educational Institutions and Village Communities in Madrasah Tsanawiyah, Gabus Sub-district, Grobogan Regency. Journal of Public Administration, 28(2), 138–162.

Apriliani, P., Siboro, SF, Untawijaya, NP, & Adawiyah, R. (2024). Analysis of Performance-Oriented Budgeting Systems in the West Java and D.K.I. Jakarta Provincial Governments. Journal of Public Relations, 2(3), 55–73.

Awaludin, DT, & Ardiansyah, T. (2024). Financial Accounting Standard Model in M.S.M.E. Financial Reports in Indonesia. Rafflesia Scientific Journal of Accounting, 10(1), 204–216.

Ayegbusi, E.T., & Lucas, A.O. (2020). Teachers decisional participation and job satisfaction in Ekiti State, Nigeria secondary schools. International Journal of Educational Administration and Policy Studies, 12(1), 1–11. https://doi.org/10.5897/ijeaps2015.0423

Bahar, T., Nasyifa, N., Fadhillah, A., & Mukhlasin, A. (2024). The Role of Organizational Management in Educational Progress. Learning Dynamics: Journal of Education and Language, 1(3), 284–300.

Birahayu, D. (2024). Combining Legal Culture and Diplomacy to Prevent Disputes Between Countries: The Neglected Legal Void. Legal Perspectives, pp. 103–128.

Carvalho, M., Cabral, I., Verdasca, J., & Alves, J. (2021). What about us? Teachers' participation in schools' strategic action plans. Participatory Educational Research, 8(3), 156–175. https://doi.org/10.17275/per.21.59.8.3

Daga, AK, & Prasetyo, PS (2023). Innovation and Challenges: Obstacles to Implementing the City Without Slums Program in Sukahaji Village, Bandung. Contemporary Public Administration Review, 1(1), 74–92.

Ekawati, Y., Syafina, L., & Nasution, YSJ (2023). Analysis of the Regional Financial Management Agency in Securing Fixed Assets in Subussalam City. 9(3), 349–356.

Fahira, AT, & Sebrina, N. (2024). Materiality Level Based on Stakeholder Interests in the Presentation of Sustainability Reports. Journal of Exploratory Accounting, 6(2), 728–745.

Fimanto, F., & Rani, U. (2021). Analysis of Implementing Asset Accounting Systems and Procedures in the One Stop Integrated Services and Investment Service of Magelang City. Journal of Economics, Management, Accounting and Technology, 4(1), 1–8.

Hasanah, R., Munawwaroh, I., & Qushwa, F. G. (2024). Pengembangan career adaptability melalui inovasi sumber daya manusia. *EDUKASIA Jurnal Pendidikan Dan Pembelajaran*, *5*(1), 169-178. https://doi.org/10.62775/edukasia.v5i1.734

Kuntadi, C., & Ramayani, PY (2022). Factors that Influence Performance-Based Budget Planning: Leadership, Organizational Commitment, and Human Resources. Journal of Multidisciplinary Science, 1(3), 605–613.

Lantu, FT, Pangkey, R., & Sumampouw, O. (2023). The Influence of Implementing Government Accounting Standards and the Use of Information Technology on the Quality of Financial Reports of the Regional Government of North Minahasa Regency. Manado Accounting Journal (J.A.I.M.), 91–97.

Lestari, NKEK, & Purnamawati, IGA (2022). Analysis of E-Budgeting Implementation Using the C.I.P.P. (Context, Input, Process, And Product) Model and Its Impact on Public Financial Transparency and Accountability in Karangasem Regency S.K.P.D. J.I.M.A.T. (Scientific Journal of Accounting Students) Undiksha, 13(03), 810–821.

Mesiono, M., Wasiyem, W., Zakiyah, N., Fahrezi, M., Nursakinah, I., & Azhari, MT (2024). Dynamics of Higher Education Leadership: Challenges and Management Strategies for Responding to Rapid Change in the Era of Globalization. JIIP-Scientific Journal of Educational Sciences, 7(3), 3146–3153.

Munawwaroh, I., Qushwa, F. G., Baharun, H., Hefniy, H., & Tohet, M. (2024). Assistance for the furudul ainiyah program to improve the quality of madrasah graduates. *Communautaire: Journal of Community Service*, *3*(2), 179-191. https://doi.org/10.61987/communautaire.v3i2.459

Musfirah, AF, Nurlaila, N., & Nasution, YSJ (2024). Accountability and Transparency of Boss Funds: Transformation through implementing the Accounting Information System for UPT SLB-E at the Provincial Level. Jesya (Journal of Sharia Economics and Economics),

7(2), 1848–1863.
Nafiah, KM (2024). Financing Management in Improving the Quality of Learning at MTsN 7 Madiun. EDUKASIA: Journal of Education and Learning, 5(1), 651–658.
Nahdi, S., Amalika, H., Azzahra, H., & Nurcahya, WF (2024). Comparative Study of Australian, American, and Swedish Student Loans and Their Potential Application in Indonesia. Journal of Macroeconomics and Social Development, 1(4), 1–20.
Nasir, M., Mahmudinata, AA, Ulya, M., & Firdaus, FA (2023). School Empowerment Strategy as an Effort to Improve Educational Management. Journal of International Multidisciplinary Research, 1(2), 799–816.
Nengsih, ER, & Syafrini, D. (2022). The social exchange between farmers and rice milling businesses in Nagari Kambang Timur. Journal of Perspectives, 5(4), 525–534.
Ngakil, I., & Kaukab, M.E. (2020). Transparency and accountability in village financial management in Wonosobo district. Journal of Economics, Management, Accounting and Technology, 3(2), 92–107.
Nisa, V., Rachmawati, AA, Janah, EU, & Trihantoyo, S. (2024). Analysis of the Accountability Principles of School-Based Management (M.B.s) in Supporting School Financial Management. Reflection: Journal of Research and Education, 2(2), 69–82.
Nobles, A. A., & Abbas, A. (2021). The Effects of Violations of Government Accounting Standards and Non-Compliance with Regulations on Financial Report Audit Opinions in South Sulawesi. Journal of Accounting and Taxation, 21(2), 461–472.
Nofitasari, RF (2020). The influence of transparency and accountability in financial reports on Muzakki's trust in the amil zakat infaq and sadaqah Nahdatul Ulama institutions in Lampung province. Thesis. Raden Intan State Islamic University, Lampung.
Nugraha, MS (2024). Implementation of Financing Management in Improving Education Quality Based on the 2020 Educational Unit Accreditation Instrument (I.A.S.P.) at Mts Al-Huda Ciranjang. I.K.A.M.A.S.: Journal of Religious Information, Management, and Strategy, 4(1), 380–386.
Padang, N.N. (2022). Factors Affecting the Quality of Regional Government Financial Reports. National Management and Accounting Seminar, p. 1.
Purba, AZ, Nasution, FH, & Nurhafizah, N. (2024). Field of Facilities and Infrastructure Development in Educational Administration. Madani: Multidisciplinary Scientific Journal, 2(5).
Rahman, P. (2023). Independent learning management at the Merdeka campus: a case study at the Muhammadiyah University of Mataram. U.I.N. Mataram.
Rosidah, I., Kesumah, P., & Rizka, R.B. (2023). Transparency and Accountability in Fraud Prevention in Government Agencies (Case Study of Ciwidey District Office). Journal of Business Management Economics And Accounting: E.M.B.A., 2(1), 137–156.
Salsabila, DL, & Fadli, UMD (2023). Analysis of the Human Resources Development Training Program Implementation at PT Pupuk Kujang Cikampek. Economina Journal, 2(6), 1281–1294.
Santoso, FDP, & Mukhlis, I. (2021). Income inequality and influencing factors before and during the COVID-19 pandemic in Indonesia. Journal of Economics, Business, and Education (J.E.B.P.), 1(2), 146–162.
Selfiani, S. (2024). Auditor Profession (Government in Indonesia). CV. Green Publisher Indonesia.
Sholeh, MI (2023a). Transparency and accountability in building a positive image through quality education management. Tadbiruna, 3(1), 43–55.
Sholeh, MI (2023b). Transparency and Accountability in Building a Positive Image Through Quality Education Management. Tadbiruna, 3(1), 43–55. https://doi.org/10.51192/tadbiruna.v3i1.622

Syah, S., Qomariyah, A., & Syah, SR (2023). Asset Lantung: Wara-Wara Accountability and Ghost Shopping with a Netnographic Approach. Infestation, 19(1), 22–38.
Ufairah, S. (2023). The Effect of Implementing Good Governance on the Effectiveness of School Operational Assistance Funds (B.O.S.) Management. Trisakti Economic Journal, 3(1), 1549–1560.
Wardoyo, DU, Sinaga, ST, & Mawarni, A. (2023). Conceptual Framework in Accounting. Humantech: Indonesian Multidisciplinary Scientific Journal, 2(4), 803–809.
Widyastuti, A., Titong, WO, & Ulum, I. (2022). H.R. Competency as Mediation in Good Governance and Performance-Based Budgeting in B.O.S. Fund Management. Journal of Accounting and Finance Review, 12(2), 378–397.
Windasari, I. (2024). Accountability and Transparency of Financial Management in an Islamic Perspective. Hasina: Journal of Sharia Accounting and Business, 1(1), 10–25.