

Entrepreneurship Management for Education Financing Management of Modern Islamic Boarding Schools

Dyah Handayani Dewi

National University, Jakarta, Indonesia

Email: dyahhandayanidewi@gmail.com

Absrtak

This research is to analyze the concept of entrepreneurship strategic planning, Implementation of entrepreneurship strategic in managing education financing, Evaluation of entrepreneurship strategic of Modern Islamic Boarding School. The contribution and impact of strategic entrepreneurship of Modern Islamic Boarding Schools in financing and developing education. This research method uses a qualitative approach. Data collection techniques using interviews, participant observation and documentation studies. The results of this study indicate that: (1). Planning by functioning the resources owned, by marketing products, through emotional and professional approaches, making financial projections, determining member investment capital, making production based on sales results (2). Implementation of the program, motivating teachers and staff by the leadership (3). Evaluasi startegis entrepreneurship in Pondok Moderen every three months, annually with management supervision (4) The contribution and impact of strategic entrepreneurship on financing, the budget of all educational programs, facilities and facilities, human resource development, scholarships for students, the availability of cheap education.

Keywords: Entrepreneurship, Education Financing, Islamic Boarding School

1. Introduction

Management of education financing is a thought that how an educational institution can plan, implement, monitor and evaluate the management of education used for the implementation of learning and the provision of adequate facilities and infrastructure. Jamil, Latief., (2017:175). The cost of education is closely related to finance, where all educational activities inevitably have to involve funds for its smooth running. And the issue of funds is the most crucial issue in the improvement and development of the education system in Indonesia, where funds are one of the conditions that greatly determine the success of education delivery.

This study is contextual if it is associated with the condition of Indonesia which still faces classic problems in the provision of sources of financing for education. As well as the mandate of the state constitution to educate all the children of the nation, this has not been fully realized due to the limited ability of the government to provide comprehensive education financing, both public, private and boarding school educational institutions. Fantika, F. Puspitasari., (2018). Today, the policy in this direction has experienced good progress with the issuance of a 22% policy from the National income and expenditure budgets. However, today's educational institutions, especially boarding schools, have very many needs, on this basis, institutions are required to have art and independence in managing their financial resources.

Islamic boarding schools with various expectations and predicates attached to them, actually lead to three main functions, namely: First, as a cadre center for religious thinkers, Center of Excellence. Second, as an institution that prints human resources. Third, as an institution that has the power to empower the community, Agent of Development. Abdul, Rahmat., & Syaiful, Kadir., (2017). Therefore, the independence of Islamic boarding schools in exploring sources of financing cannot be doubted. In fulfilling the needs of education financing, it is not enough for Islamic boarding schools to only capitalize on financial assistance from the government.

Especially with the needs of boarding schools with many activities both activities in schools and dormitory activities or extracurricular activities. According to the researchers, there are two possibilities that can be done by the boarding school to meet the financing needs, namely by increasing the payment of educational development contributions to its students or exploring independent sources of financing, namely by building a boarding school entrepreneurial unit. Dwi, Prasetyani., (2020). Therefore, it is very necessary for the skills of the institution's managers to find and explore their own sources of financing to maintain their existence in boarding school educational institutions.

Based on the explanation above, which causes changes in boarding schools in their independence, making boarding schools that collaborate with business entities in existing boarding school. Boarding school are currently required to carry out business activities in order to support the boarding school as self-financing or self-supporting. Chess, Sasongko., & Safrida, R. Parulian, (2018;79). Unlike public schools, which usually do not issue as much funding as is needed in the world of Islamic boarding schools. In addition, the life of kiai is characterized by a type of ethics and economic behavior that is conceptually full of entrepreneurial character, entrepreneur, and adheres to the notion of "freedom of business". Therefore, kiai are like entrepreneurs for their boarding school. It's just that the business is oriented for the benefit of developing the boarding school and its people. The character that is always shown by kiai in the development of boarding school and its surroundings is more similar to organic entrepreneurship. In this theory, kiai live with their boarding school community by organizing and facilitating business units to manage the problems of their people as a source of boarding school needs.

Kopontren Moderen has a cooperative service unit of 105 branches spread across East Java. Dhiya, H. Durrani., (2018). The types of businesses developed are also diverse, with four main classifications: retail and wholesale, service services, absorption of small and medium enterprise products, and industry and manufacturing. Now, Boarding school Moderen has at least 10 business units, namely canteens, grocery stores selling basic necessities, bookstores, household appliance stores, cosmetics, building stores, mini markets, wartel, agriculture, making sarongs and Muslim clothes. Except for that, there is still a printing business for books, hadith, notebooks, and invitations. In the past year, the boarding school also produced cakes and bottled water.

The institution, which was founded by boarding school Modern Village, Kraton District, Bekasi Regency, was able to prove itself as a superior institution in the field of entrepreneurship to prosper the students and the wider community and even succeeded in developing the concept of Islamic economics. The results of the Annual Members Meeting of the Sharia Savings and Loan Cooperative boarding school Moderen, this year said it was fantastic compared to the previous year. The Islamic cooperative was able to book assets of Rp1.8 trillion in 2015, an increase of 25% compared to 2014 of Rp 1.5 trillion.

2. Research Methods

Qualitative research in which data collection is done directly from the research location. The research aims to get an in-depth picture of the management and entrepreneurship strategies to manage education financing. Jogiyanto., (2016:75). This research requires an in-depth study to form a model or theory based on the relationship between the data found.

2.1. Data Source

The data source is the subject from which the data is obtained, in qualitative research the number of data sources is not the main criterion, but more emphasis is placed on data sources that can provide information in accordance with the research objectives. Data sources are obtained in a natural situation, natural setting, and informants in this study consist of several people who are considered to master information related to the issues to be studied.

2.2. Data Collection Technique

At this stage, researchers obtain and collect data through more detailed and in-depth information based on the research focus. Data collection procedures are carried out using several techniques, namely

a. In-depth Interview

According to: Interview is a conversational dialog with a specific purpose. This conversation is carried out (2018:87). by two parties, namely the interviewer who asks questions and the interviewee who answers the questions.

b. Participant Observation

Observation is defined as "systematic observation and recording of the symptoms or phenomena being investigated".⁹³ In other words, this method is carried out by looking directly and making direct observations accompanied by recording and also strengthened by documenting the field. Researchers made direct observations of the situation and conditions of the boarding school to obtain data and facts about the boarding school being studied with the predetermined research focus.

c. Documentation Study

The documentation method is a data collection technique by collecting and analyzing documents either in writing, images or through the media. This document is carried out in research, because in many cases documents as data sources are used to study, interpret, and even predict the problems studied. Reviewing documentation is carried out especially to find context data, including reports related to the focus of research.

3. Results and Discussion

Modern Boarding school is one of the oldest salaf boarding school in East Java province. Mohd, W. Irawati., (2018:32), This salaf boarding school owns and manages independent and modern business ventures, the results of which are used in the context of developing boarding school education and training and equipping students for entrepreneurship and of course the boarding school leadership has good management so that efforts in developing entrepreneurship can exist and continue to grow and ultimately the independence of the boarding school can be realized.

The success of entrepreneurship development in this modern boarding school must be broadcast and replicated so that it becomes a good example for other boarding schools which mostly carry out their economic development still traditionally and conventionally.

The Daily Management is a board that manages the management of administrative management, financing management and organizes and plans the implementation of the work program of the entire board. In the environment of the Modern Islamic Boarding School, there is a division of tasks and work areas, caregivers and family assemblies focus on religious guidance and boarding school policies and the integrity of the boarding school field. Arwildayanto., & Friends., (2017). In the management area and related to entrepreneurship and financial programs, the caregiver gives authority to the daily management to manage it. Therefore, all policies related to the boarding school program and funding management are submitted to the board absolutely, unless there are programs that are not approved by the caregiver.

3.1. Planning of Boarding School Entrepreneurship Strategy

Planning is the overall process of thinking and determining carefully about various things that will be done in order to achieve goals. Eliana, Sari., (2019). Entrepreneurship is an activity that will be carried out and managed in real terms and planning is needed in choosing steps to achieve entrepreneurship goals. Thus, in the context of entrepreneurship planning, it can be understood as a process of preparing activities that will be carried out in the implementation of business ideas, entrepreneurship budgets, marketing, production and human resources needed for the process of organizing entrepreneurship activities.

Work program planning can be done for activities that have been carried out and those that will be planned. Achmad, A. Abidin., (2017). For work programs that were not implemented in the previous year, they will be evaluated if they are submitted again, because they include activities that may not be effective so there are times when they are dropped from the program if the planning does not bring benefits to the boarding school. The boarding school has a strategic work plan, the future entrepreneurship is quite mature to achieve the independence of the institution, the targets to be achieved from the cooperative are as follows:

- a. To support the income of the modern boarding school to create an independent boarding school, as one of the sources is the residual income of the cooperative,
- b. Meet the daily needs of students, a place for comparative studies of entrepreneurial independence and service for students,
- c. Service to the community in order to fulfill all their daily needs at competitive prices. The vision and mission of the Moderen cooperative will continue to be adapted in accordance with business developments and environmental changes.
- d. Marketing Plan, of any business function is to provide profit. To provide maximum benefits, the Moderen boarding school tries to aim at the perfect strategy with maximum results. Each program planning is carried out based on the stages of the organizational mechanism. The progress of the Moderen boarding school in terms of the economy begins with the desire to be independent. The boarding school cooperative is officially incorporated. Then Koppontren Moderen continues to grow, by applying the principle of santri by santri and for santri.
- e. Financial Plan, with the initial capital establishment of the Modern cooperative with a musyarakah system, which is a business entity with a member system. The system is that anyone who wants to join as a member is called a primary cooperative member. For financial resources, the initial capital of the cooperative founders must deposit their own capital / investment consisting of principal savings and mandatory savings as initial capital to carry out business activities, the amount of which is according to the needs decided at the cooperative establishment meeting.
- f. Production Plan, with production planning is an activity to determine the product to be produced, the amount needed, when the product must be completed and the sources

needed. Production planning is very necessary in entrepreneurship activities which aim to produce effectively and efficiently, can use capital as optimally as possible, forecast product demand expressed in the number of products.

- g. Human Resource Planning, is a key function that must be carried out in entrepreneurship, in order to ensure the availability of the right workforce to occupy the right positions, positions, and jobs at the right time.

3.2. Strategic Implementation of Entrepreneurship Funding for Education Financing

Entrepreneurship has a strategic position to be a source of boarding school education financing. Through entrepreneurship activities, boarding school can maximize their economic potential to obtain various financial benefits. Akdon., and Friends., (2017). Through these financial benefits, boarding school can finance various needs for organizing and financing education.

The implementation of education financing in Modern boarding school follows the principles of accountability, effectiveness and efficiency accompanied by the spirit of sincerity, honesty and trustworthiness in carrying out all boarding school activities. To carry out all activities, the funds determined and approved will be obtained in accordance with the approved budget.

The finances of the Modern Islamic Boarding School have basically been relatively fulfilled with the various efforts it has. Besides the source of funds as mentioned earlier. The funding relationship with the boarding school is direct because the boarding school invests in the business developed by the boarding school. Margaret, J. Barr., & George, S. McClellan., (2018). The remaining profit of the business becomes very important for the financing of the boarding school, the more profit obtained the greater the remaining profit of the business, the greater the role of the financing contribution assisted by Modern boarding school cooperatives to fulfill the operational costs of the boarding school.

After calculating the final remaining funds of this boarding school cooperative business, the entrepreneurship finance will channel the funds to the cottage treasurer as the field that handles the financial operational costs of education financing. (Farida, Napu., and Supi'ah., 2019). Usually at the general meeting the cottage finance will ask how much of the koppontren from the results of the business that has been obtained is able to support the operational costs of the cottage, and will decide how much funding is given each year.

- a. Assistance from the Government in the form of Santri Exam Implementation Costs Implementation of education financing, for now the government has made a policy to provide and free education for 12 years to all Indonesian residents while still occupying elementary, secondary and aliyah level schools, so it should be experienced by Modern huts, as the standardization of educational institutions including those that get operational assistance from the government.
- b. Donations from Alumni and Teachers The need for operational funds for boarding school is very large, because large programs are always carried out. The management of boarding school which is carried out professionally with personnel who are experts in their fields requires large funds as well. As in the case of making exam questions, the question maker is not the teacher who teaches, but other parties who are experts who are deliberately assigned to be in charge of making, analyzing and distributing questions.
- c. Managing Education Financing, in organizational institutions there is usually an evaluation, assessment of performance. The purpose of holding an evaluation is to assess or find out to what extent the implementation of work programs in educational institutions can run according to a predetermined plan. With this evaluation stage, it

will be possible to know the advantages and disadvantages of a program, what problems are faced and the obstacles that have been hampering the institution.

- d. Analyzing performance for business ventures. The main principle of entrepreneurship evaluation is to compare the business plan that has been made before the activity begins with what has been achieved at the end of the production period, as well as an evaluation of the development of educational financing resulting from the contribution of entrepreneurship funds themselves.
- e. External and internal factors of entrepreneurship, evaluation of employee performance and taking corrective action are the main focus of leaders in strengthening entrepreneurship rapidly. After the work plan, strategic plan is implemented, of course there are factors that become obstacles and require special action and handling. In this case, entrepreneurship leaders and management must evaluate and make decisions on developments that occur especially outside the performance plan.

3.3. Strategic Implementation of Entrepreneurship Funding for Education Financing

Evaluation of education financing must be accurately monitored by the treasurer who has budgeted to the education finance, because if it can be evaluated accurately and validly it can find out whether existing funding can meet the financing of educational programs that have been planned.

So that the entrepreneurship that plays a direct role in meeting the needs of education financing can be more enthusiastic and For the management of education financing, the evaluation carried out in the management of Modern Islamic boarding school financing is in the form of an accountability report Accountability report. Ari, Prayoga., and Arif, Risnandi., (2019). Which is carried out strictly by analyzing all programs that have been implemented accompanied by evidence in the form of payment receipts and others in accordance with real conditions. If in carrying out the work program it turns out that there are activities that are not carried out, then it is re-evaluated to be programmed again next year.

3.4. Strategic Factors of Entrepreneurship in Education Financing

The financing management of Modern boarding school runs in an organized manner with the support of many personnel and in accordance with the capacity of the tasks carried out. As the distribution of the direction of the boarding school activity program which is fully delegated to the daily management tends to direct it to be independent in terms of education financing. One of the missions of the Modern Islamic boarding school which wishes to carry out all educational, social and da'wah programs without depending on other parties which may hinder the achievement of targets or timeliness, the Modern Islamic boarding school tries to become an independent boarding school.

In an institution, sometimes it is found that the program is not implemented properly due to insufficient funds, so that the implementation of the program is limited. On the other hand, a program can be carried out well with sufficient funds, Heru, Setiawan., 2019). but the style or model must change due to the request of the funding sponsor, which of course also has its own vision and mission so that the program is not carried out according to the specified time and the program is blocked. To minimize the lack of funds for the realization of all programs, the boarding school manages its own finances by running a boarding school cooperative business that is able to finance the boarding school's operations.

Realizing a boarding school that is able to carry out all financing activities without relying on other parties, by prioritizing economic independence, all elements and administrators must have creativity and initiative to create, explore and manage sources of

financing. Therefore, the establishment of this entrepreneurship organization is one of the programs formed for profit orientation that produces finance, although this entrepreneurship is also socially oriented. As previously described, one type of business activity developed and owned by Islamic boarding schools is. Therefore, the legal entity owned by this entrepreneurship is a cooperative.

The organizational structure of the entrepreneurship with the boarding school management is separate, but the structure is placed directly under the management of the extended family. Even so, the cooperative has its own member-centered organizational structure in accordance with the cooperative rules set by the state. Fauzan, A. Siregar., (2018). One of the missions of the Modern Islamic boarding school which wants to carry out all educational, social and da'wah programs without depending on other parties that might hinder the achievement of targets or timeliness, the Modern Islamic boarding school tries to become an independent boarding school.

This cooperative business has an impact on strong funding in building boarding school which are now experiencing rapid development both in terms of marketing and available facilities. Kopontren is able to contribute around 45% of the santri subsidy. In the operational activities of this boarding school, the results of entrepreneurship are able to occupy the second financing after Maslahah funds, every year this boarding school gets donations from entrepreneurship around 1-2.2 billion after deducting the cost of production reserves, share distribution, given to the boarding school. (Amirullah., 2015) Although it is not comparable to the funds obtained from I'alah Maslahah, but this entrepreneurship is the main income by the boarding school. In addition to monetizing funds from this entrepreneurship activity, this Modern boarding school also gets funds from entrepreneurship activities that are not settled every year, such as the sale of Hijriyah calendars, the sale of mandatory santri pocketbooks, renting santri cars during vacations and so on.

Costs for investment in education units, i.e. these investment costs include the following costs:

- a. Subsidizing the operational costs of Modern boarding school. In an institution or company in general, of course, it requires a budget for all planning to keep it running smoothly and as expected, because every effort to achieve educational goals is highly dependent on the availability and support of adequate funds. Likewise, the activities that have been planned and approved to be carried out this year must be carried out thoroughly without worrying about the available funds, so that the entire program can be carried out without obstacles.
- b. Modern facilities or facilities. This serves to support the learning comfort of students and teachers. Most classrooms are installed with air conditioning, Lcd and laboratories as well as adequate boarding school wifi. This dismisses the notion that salaf boarding school are always out of date. However, what is noted about the recitation system is that it is carried out traditionally and salaf only the facilities and facilities are so sophisticated and computerized with furniture available both from the receptionist, living room and even other rooms that are not inferior to other agencies.
- c. Procurement, repair and maintenance of boarding school property are handled by P3S, namely procurement, maintenance and repair of facilities. Needs related to physical facilities and infrastructure are handled by this agency. This process runs optimally and is carried out properly, repairing facilities can be done after filing complaints and reports from each agency then when a damaged facility is found, it will be carried out on a scale depending on the needs needed.
- d. Human Resource Development. In the development of human resources, this Modern cottage does through two activities, namely through coaching and by continuing education, the teachers are routinely given guidance every Friday after afternoon.

- e. Unit Operating Costs of education, as referred to the operating costs of education include the following costs. Salaries of educators and education personnel and all allowances attached to teacher salaries, scholarships. Modern boarding school is a cottage that is managed with a modern system, therefore reliable management managers are needed, fulfillment of consumable educational materials or equipment or called office stationery.
- f. The realization of all educational activity programs. Financing management implementation activities in the cottage are carried out with services to the community as a whole through a planned program without worrying about available funds, so that the entire program can be implemented.
- g. New traders appear around the shop area, helping the community's economy. Modern boarding school accepts various small community businesses to be sold in the supermarket, thus creating a good relationship between the boarding school, the community and customers in general.

4. Conclusions and Suggestions

4.1. Conclusion

Based on the data exposure that has been discussed in the previous section, the researcher can draw several conclusions, namely as follows:

- a. The boarding school entrepreneurship planning process is carried out through proposals from below, bottom up which are then determined by the Formulation Team in the plenary, the planning implementation process enacted in this Modern boarding school can be said to be good, the planning system carried out for product marketing is to use an emotional approach and a professional approach, for financial plans by making financial projections at the beginning of the year and determining the investment capital of each member, for production plans to see the inventory of goods based on selling data that sells and sells well.
- b. The implementation of entrepreneurship activities has five elements that are the focus of its implementation orientation, namely (1). Implementation of annual programs that have been determined and are being implemented, (2) Motivating employees and organizational performance by the leadership, (3) Development of an organizational culture that supports the implementation of entrepreneurship in the form of hard work in carrying out tasks, sincere and complete work towards professionalism, smart work in anticipating or setting strategies and smart work is needed to devote thoughts, skills and expertise according to their respective capacities.
- c. Evaluation at the end of each period the finance calculates the turnover of all businesses developed, and the income from the remaining results of the business is submitted to the treasurer of the Modern boarding school. And then the education finance makes an expenditure budget plan to be issued by the treasurer. The education budget for now is able to be financed by the remaining proceeds of entrepreneurship 45%, from the results of I'alah masalah santri 40% and from Residual income donations from modern boarding school cooperatives and teachers as well as irregular sales activities such as selling calendars, renting santri transportation during holidays and others as much as 22%.
- d. The impact factors that arise with the entrepreneurship of Modern boarding school are (1). New traders appear around the shop area, (2). The pervasiveness of systems and patterns of trade, transactions and buying and selling in shari'i almost all levels of society in the Modern cottage environment and its network, (3). Increased trust from

third parties, namely banks, (4). Providing experience to students or learning to other boarding schools and other business people.

4.2. Suggestion

Based on the explanation and sarandi above, the research can provide recommendations in the form of suggestions, namely as follows:

- a. For boarding school caregivers and administrators, through this research, it can be a consideration in improving the quality of management and continuing to traditionalize the running salaf boarding school culture.
- b. For the Directorate of Religious Education and Boarding Schools of the Ministry of Religion, it is hoped that this research will become the basis for the development of boarding school in general in their environment so that this educational institution can be used as a formal education that is able to produce religious figures in the future.
- c. For future researchers, it is hoped that this research will become a reference for future research in revealing other better phenomena. This is intended to bridge systematic studies and enrich the scientific treasure in the field of Islamic Education Management.

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