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FINANCIAL MANAGEMENT ANALYSIS OF MINHAJUL HAQ ISLAMIC BOARDING SCHOOL IN PURWAKARTA

Rohman Pranoto[*1], Isrun Abdurahman[*2], Cahyudi Prima[*3], Rizaldy Alpiansyah[*4], Irfan Alkhotiri[*5]

[1,2,3,4,5] Sekolah Tinggi Agama Islam Minhajul Haq Purwakarta Indonesia

e-mail: rohmanpranoto1@staimh.ac.id, isrun.abdurahman@staimh.ac.id, cahyudi.prima@staimh.ac.id, rizaldy.alpiansyah@staimh.ac.id, irfan@staimh.ac.id

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ABSTRACT The aim of this research is to analyze the extent of financial management that occurs at the Minhajul Haq Kiarapedes Purwakarta Islamic boarding school, what obstacles arise in this regard and what efforts must be made in order to achieve ideal financial management. In this research, the method used is descriptive research and is a case study which is studied quantitatively. In this case, the financial condition of the Minhajul Haq Islamic boarding school is explained, while quantitatively the strength of effectiveness and efficiency of financial management of the Minhajul Haq Islamic Boarding School is calculated. The unit of analysis in this research is the financial management of the Minhajul Haq Islamic boarding school from 2020 to 2022. The results of this research show that the calculation of the formulation of the level of effectiveness of Islamic boarding school financial management from 2020 to 2022 fluctuates with an average effectiveness level of 92.09%. . This shows that the financial management of the Minhajul Haq Islamic Boarding School is at an effective management level. Meanwhile, the results of the analysis of financial management efficiency show that the calculation of the overall efficiency level formulation is an average of 107.14%. This shows that the level of efficiency is still low because the results are more than 100%. Thus, the Minhajul Haq Islamic Boarding School is still wasteful in using its budget. Apart from that, it also explains the principles of financial management such as transparency, accountability as well as obstacles in supporting ideal financial management and efforts to achieve them.

Keywords : Financial Management, Effectiveness, Efficiency

ABSTRAK Tujuan penelitian ini adalah untuk menganalisis sejauh mana manajemen keuangan yang terjadi di Pondok Pesantren Minhajul Haq Kiarapedes Purwakarta, hambatan apa saja yang muncul dalam hal tersebut, serta upaya apa yang harus dilakukan untuk mencapai manajemen keuangan yang ideal. Dalam penelitian ini, metode yang digunakan adalah penelitian deskriptif dan merupakan studi kasus yang dikaji secara kuantitatif. Dalam hal ini, kondisi keuangan Pondok Pesantren Minhajul Haq dijelaskan, sementara secara kuantitatif dihitung tingkat efektivitas dan efisiensi manajemen keuangan Pondok Pesantren Minhajul Haq. Unit analisis dalam penelitian ini adalah manajemen keuangan Pondok Pesantren Minhajul Haq dari tahun 2020 hingga 2022. Hasil penelitian ini menunjukkan bahwa perhitungan rumusan tingkat efektivitas manajemen keuangan pondok pesantren dari tahun 2020 hingga 2022 mengalami fluktuasi dengan rata-rata tingkat efektivitas sebesar 92,09%. Hal ini menunjukkan bahwa manajemen keuangan

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Pondok Pesantren Minhajul Haq berada pada tingkat yang efektif. Sementara itu, hasil analisis efisiensi manajemen keuangan menunjukkan bahwa perhitungan rumusan tingkat efisiensi secara keseluruhan memiliki rata-rata sebesar 107,14%. Hal ini menunjukkan bahwa tingkat efisiensi masih rendah karena hasilnya lebih dari 100%. Dengan demikian, Pondok Pesantren Minhajul Haq masih tergolong boros dalam penggunaan anggaran. Selain itu, penelitian ini juga menjelaskan prinsip-prinsip manajemen keuangan seperti transparansi, akuntabilitas, serta hambatan dalam mendukung manajemen keuangan yang ideal dan upaya untuk mencapainya.

Kata Kunci: Manajemen Keuangan, Efektivitas, Efisiensi

1. INTRODUCTION

Background

According to Setiawan (2007), non-profit organizations are organizations that in carrying out their activities are not oriented to generate business profits (not for profit organization). The measure of success that nonprofits seek to achieve is not material gain, but for social service. But that doesn't mean nonprofits shouldn't make a profit. It's just that the profits obtained from the activities of the organization are solely intended only for cover costs arising from operational activities or profits earned will be channeled back to the main activities of the organization.

Non-profit organizations have an important role in advancing various fields such as educational, social, religious and so on. One form of non-profit organization is the foundation. The definition of a foundation according to KBBI is a legal entity that has no members, is managed by a board and established for social purposes (seeking services and assistance such as schools, hospitals). Foundations established must meet the conditions stipulated by law. In Indonesia there have been laws regulating foundations, namely Law No. 16 of 2001 and Law No. 28 of 2004.

One of the Islamic boarding schools in Purwakarta Regency is Minhajul Haq Islamic Boarding School. The Islamic boarding school has education levels ranging from Madrasah Ibtidaiyah (MI), Madrasah Tsanawiyah (MTs) and Madrasah Aliyah (MA) which have been established since 2018. Minhajul Haq Islamic Boarding School attracts funds from the community in the form of SPP (Education Development Contribution) from the guardians. Funds obtained from the community are managed by the Islamic boarding school in order to meet all the needs of activities in the pesantren both for educational needs. The initial steps in managing these funds include making a Cost Budget Plan (RAB) which is usually prepared for the next one year.

Based on the background of the above problems, the financial management of the Minhajul Haq Islamic boarding school needs to be a concern so that Existing funds can be managed on target. And it is expected to be in accordance with the principles of good financial management, namely transparency, accountability and running effectively and efficiently, this aims to improve the quality of students and the welfare of Islamic boarding school organizers, thus the author is interested in researching the Analysis of Money Management of Minhajul Haq Purwakarta Islamic Boarding School.

One of the differences in this study compared to previous researchers is that there are still not many who examine similar themes with the object being educational institutions, especially Islamic boarding schools. This is allegedly because very few Islamic boarding schools are open regarding internal data, the majority of which are managed by individuals and families.

2. LITERATURE REVIEW

Financial Management of Pesantren

Islamic boarding schools as the oldest Islamic educational institutions in Indonesia, currently have experienced a lot of orientation shifts from salaf to modern formats that have an impact on the ability of students to master Islamic knowledge. So, to restore the position to its original role, which is to produce clerical cadres, of course, by making improvements both on the internal and external sides of the institution in a systematic and organized manner so that the output will have the superiority of totality is not only superior in the study of books alone but also superior in general knowledge, management, and administration as a counterweight to the progress of the times.

Pesantren Budget Planning

Budget planning of Islamic boarding schools is the activity of planning sources of funds to support educational activities and achieve educational goals in Islamic boarding schools. Planning as a systematic activity, means that planning includes several stages of activity. One activity becomes the foundation for the next stage. While the purpose of planning itself is the direction so that the activities carried out do not deviate from the specified direction.

Transparency

Transparency is openness by the government in conveying information about the management of funds and public resources to those who are entitled to get the information (Mardiasmo, 2006). The party who has the right to get information here is the community. Because the community has the right to know the extent to which the budget managed by the government has been implemented properly related to the needs and interests of the community or not.

Accountability

Accountability can be interpreted linguistically as accountability (Ihyaul Ulum, 2004). Accountability means accountability, both by people and selected bodies, for their choices and actions (Budi Mulyana, 2006).

According to Mardiasmo (2002: 20) the definition of public accountability is: Accountability is the obligation of the trustee to provide accountability, present, report and disclose all activities that are his responsibility to the trustee who has the right and authority to hold the accountable

Effectiveness

According to Pekei (2016) effectiveness is the relationship between output and goals or can also be said to be a measure of how far the level of output, policies and procedures of the organization. Effectiveness is also related to the degree of success of an operation in the public sector so that an activity is said to be effective if the activity has a major influence on the ability to provide community services which is a predetermined target.

Efficiency

Efficiency relates to the quantity of results of an activity. According to Garner (2004) Efficiency "characterized by quantitative outputs". Efficiency is the best ratio between input and output or between power and output. The power in question includes power, energy, thought, time, cost.

3. RESEARCH RESULT

General Conditions of Minhajul Haq Islamic Boarding School

Minhajul Haq Islamic Boarding School, Purwakarta Regency is located in a rural community consisting of most of the residents are natives. Only a small part of the people are newcomers. This condition causes local culture to still dominate Minhajul Haq Islamic boarding school organizes education from the Raudhatul Athfal (RA), Madrasah Ibtidaiyah (MI), Madrasah Tsanawiyah (MTs), and Madrasah Aliyah (MA) levels. Students who have dormitories are MTs and MA level students, both men and women. The return of students is usually 3 times a year, namely during the end of semester holidays and Eid al-Fitr holidays.

The number of students of Minhajul Haq Islamic boarding school consists of: the number of male MTs students as many as 279 students, female MTs students as many as 275 students, male MA students as many as 176 students and female MA students as many as 193 students. While the number of male employees is 157 people and the number of female employees is 132

1). Effectiveness Analysis

The pesantren budget is the maximum limit of expenditure that can be done by Islamic boarding schools, Islamic boarding schools will be considered good performance if the realization of expenditures does not exceed the budget. Based on the budget realization report, it can be known directly the amount of the budget with its realization which can be expressed in the form of face value or percentage. The effectiveness of financial management of Minhajul Haq Islamic boarding school can be seen in the following table:

MONTH	***TARGET EXPENDITURE***	***REALIZED REVENUE***	**EFEKTIVITAS (%)**	***EFFICIENCY CRITERIA***
JULI 2020	875.000.000	690.246.354	78.88 %	**KURANG EFEKTIF**
AGUSTUS 2020	875.000.000	691.757.562	79.05 %	**KURANG EFEKTIF**
SEPTEMBER 2020	875.000.000	670.000.000	76.57 %	**KURANG EFEKTIF**
OKTOBER 2020	875.000.000	741.867.290	84.78 %	**CUKUP EFEKTIF**
NOVEMBER 2020	875.000.000	749.631.600	85.57 %	**CUKUP EFEKTIF**
DESEMBER 2020	875.000.000	766.085.846	87.55 %	**CUKUP EFEKTIF**
JANUARI 2021	1.312.500.000	1.178.209.940	89.76 %	**CUKUP EFEKTIF**
FEBRUARI 2021	1.312.500.000	1.179.371.020	89.85 %	**CUKUP EFEKTIF**

MARET 2021	875.000.000	918.292.672	100.04 %	**SANGAT EFEKTIF**
APRIL 2021	875.000.000	778.592.588	88.98 %	**CUKUP EFEKTIF**
MEI 2021	875.000.000	673.181.699	76.93 %	**KURANG EFEKTIF**
JUNI 2021	875.000.000	863.898.036	98.73 %	**EFEKTIF**
JULI 2021	1.368.000.000	1.006.943.703	73,60 %	**KURANG EFEKTIF**
AGUSTUS 2021	1.550.400.000	1.545.196.114	99,66 %	**EFEKTIF**
SEPTEMBER 2021	1.550.400.000	1.641.822.693	105,89 %	**SANGAT EFEKTIF**
OKTOBER 2021	1.550.400.000	1.648.128.917	106,30 %	**SANGAT EFEKTIF**
NOVEMBER 2021	1.550.400.000	1.670.787.087	107,76%	**SANGAT EFEKTIF**
DESEMBER 2021	1.550.400.000	1.435.850.380	92,61 %	**EFEKTIF**
JANUARI 2022	1.550.400.000	1.719.668.961	110,91 %	**SANGAT EFEKTIF**
FEBRUARI 2022	1.550.400.000	1.636.067.741	105,52 %	**SANGAT EFEKTIF**
MARET 2022	1.550.400.000	1.879.649.047	121,23 %	**SANGAT EFEKTIF**
APRIL 2022	1.550.400.000	1.360.343.469	87,74 %	**CUKUP EFEKTIF**
MEI 2022	1.550.400.000	1.447.366.926	93,35 %	**EFEKTIF**
JUNI 2022	**1.550.400.000**	**147.0007.942**	**94,81%**	**EFEKTIF**

Tabel. 4.1 Effectiveness of Financial Management of Islamic Boarding Schools

in the table. 4.1 above, it can be seen that the level of effectiveness of financial management of Islamic boarding schools in July 2020 was 78.88%, in August 2020 it was 79.05%, then in September 2020 it was 76.57%, in October 2020 it was 84.78%, in November 2020 it was 85.57%, in December 2020 it increased to 87.55%, while in January 2021 it

increased to 89.76%, in February 2021 it increased again to 89.85% and in March 2021 it increased to 100.04%, then in April 2021 it fell to 88.98%, then in May 2021 it fell again to 76.93%, and in June there was another increase in percentage to 98.73%, there was a decrease in July 2021 to 73.60% then there was an increase in the following month, namely in August 2021 to 99.60% as well as in the next 3 months with a percentage figure to 105.89%, 106.30%, 107.76% which then decreased in December to 92.61% and there was another increase in the following 3 months at 110.91%, 105.52%, 121.23% respectively and ended by April and May decreased to 87.74% and 93.35%. The target expenditure is taken from the number of students in that period multiplied by the nominal SPP in that period, from July to December 2020, the number of students was 875 students and multiplied by the SPP of IDR 1,000,000, - but there was a change in the amount of SPP in January and February 2021 because the 2 months students studied offline at school so that the tuition fee became IDR 1,500,000 and reduced again the spending target from March to June 2021 with a total tuition fee of 1,000,000 Due to the policy of sending students back due to a surge in the Covid outbreak in Islamic boarding schools. Then in July 2021, which is the new school year, the number of students increased to 912 students and there was also an increase in the amount of tuition fees to IDR 1,700,000, until now there has been no change in terms of the number of students and the amount of tuition fees.

Based on the calculation from the formulation above, the level of effectiveness of financial management of the Minhajul Haq Islamic boarding school from 2020 to 2022 fluctuates with an average effectiveness rate of 92.09%. Thus, it can be interpreted that the level of effectiveness of financial management of the Minhajul Haq Islamic boarding school is still effective, this is shown from the calculation results which show a percentage between

90% to 100% that is included in the effective sense. To find out the The development of the effectiveness of financial management of Minhajul Haq Islamic boarding school can be seen in the chart below:

Figure 4.4

Development Pattern of Effectiveness of Minhajul Haq Islamic Boarding School

In the picture. 4.4, it can be seen that the pattern of development of the effectiveness of financial management of the Minhajul Haq Islamic boarding school from July 2020 to June 2022 tends to fluctuate as shown by an average effectiveness rate per year of 92.09%, which means that the financial management of the Minhajul Haq Islamic boarding school is classified as effective.

2). Efficiency Analysis

In general, shopping has a tendency to always rise, the reason for the increase in spending is usually associated with adjustments to increasing needs. However, Islamic boarding schools must be able to control operational expenditures, make spending efficiency and budget savings.

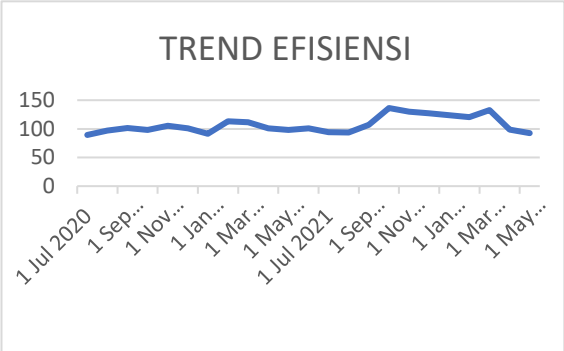
Bulan	Realisasi Pendapatan	Realisasi Belanja	Efisiensi (%)	Kriteria Efisiensi
Juli 2020	772.700.000	690.246.354	89.32 %	Cukup Efisien
Agustus 2020	715.200.000	691.757.562	96.72 %	Kurang Efisien
September 2020	770.900.000	780.443.941	101.24 %	Tidak Efisien
Oktober 2020	758.000.000	741.867.290	97.87 %	Kurang Efisien
November 2020	710.700.000	749.631.600	105.48 %	Tidak Efisien
Desember	757.800.000	766.085.8	101.09 %	Tidak Efisien

2020		46		
Januari 2021	1.289.600.000	1.178.209.940	91.36 %	Kurang Efisien
Februari 2021	1.042.400.000	1.179.371.020	113.14 %	Tidak Efisien
Maret 2021	824.100.000	918.292.672	111.43 %	Tidak Efisien
April 2021	771.200.000	778.592.588	100.96 %	Tidak Efisien
Mei 2021	687.100.000	673.181.699	97.97 %	Kurang Efisien
Juni 2021	857.790.000	863.898.036	100.71 %	Tidak Efisien
Juli 2021	1.067.800.000	1.006.943.703	94.30 %	Kurang Efisien
Agustus 2021	1.651.617.003	1.545.196.114	93.56 %	Kurang Efisien
September 2021	1.529.929.102	1.641.822.693	107.31 %	Tidak Efisien
Oktober 2021	1.208.875.000	1.648.128.917	136.34 %	Tidak Efisien
November 2021	1.284.712.650	1.670.787.087	130.05 %	Tidak Efisien
Desember 2021	1.128.093.500	1.435.850.380	127.28 %	Tidak Efisien
Januari 2022	1.391.611.002	1.719.668.961	123.57 %	Tidak Efisien
Februari 2022	1.355.615.000	1.636.067.741	120.69 %	Tidak Efisien
Maret 2022	1.417.071.001	1.879.649.047	132.64 %	Tidak Efisien

April 2022	1.381.245.003	1.360.343.469	98.49 %	Kurang Efisien
Mei 2022	1.560.848.901	1.447.366.926	92.72 %	Kurang Efisien
Juni 2022	1.537.555.001	1.470.007.942	95,60 %	Kurang Efisien

The efficiency of financial management of Minhajul Haq Islamic boarding school can be seen in the following table:

Tabel. 4.2 The efficiency of financial management of Minhajul Haq Islamic boarding



school can be seen in the following table:

In Table 4.2 above, it can be seen that the efficiency level of financial management of the Minhajul Haq Islamic boarding school in July 2021 was 89.32%, in August 2021 it was 96.72%, then in September 2020 it increased in percentage to 101.24%, in October 2020 it was 97.87%, in November 2020 it was 105.48%, in December 2020 there was a decrease in percentage to 101.09%, while in January 2021 there was another decrease of 91.36%.

In February 2021 there was another increase to 113.14% and in March 2021 it decreased slightly although still above 100% to 111.43%, then in April 2021 it fell to 100.96%, then in May 2021 it fell again to 97.97%, in June there was another slight increase to 100.71%. Continued in the new school year in July, efficiency was at a percentage of 94.30%.

In August 2021 it was 93.56%, in September it was 107.31%, in October 2021 it was 136.34%, in November 2021 it was 130.05%, in December 2021 it was 127.28%, in January 2022 it was 123.57%, in February 2022 it was 120.69%, in March 2022 it was 132.64%, in April 2022 saw a percentage decrease to 98.49%, in May 2022sebesar 92.72% , the last in June 2022, the percentage will be 95.60%, which can be interpreted as the greater the percentage value, the smaller the efficiency level and vice versa.

Based on the calculation from the formulation above, the efficiency level of financial management of the Minhajul Haq Islamic boarding school from 2020 to 2022 experienced fluctuations with an average efficiency level of 107.14%. Thus, it means that the level of efficiency of financial management of the Minhajul Haq Islamic Boarding School is inefficient, this is shown from the calculation results which show a percentage of more than 100% which is included in the inefficient category. To find out the pattern of efficient development. To find out the pattern of development of financial management efficiency of Minhajul Haq Islamic Boarding School can be seen in the picture below:Gambar 4.5

Pattern of Efficiency Development of Minhajul Haq Islamic Boarding School

In the picture. 4.3 above, it appears that The pattern of development of financial management efficiency at the Minhajul Haq Islamic boarding school during 2020-2022 tends to decrease with an average efficiency rate per year of 107.14% which means inefficient.

Constraints on Achieving Efficiency

The obstacles faced in achieving efficiency targets include the following:

1. SPP receipts are still below the aver berjumlah 900 santri, maka diharapkan akan ada penerimaan SPP sebesar 900 x besaran SPP per bulan. Dengan begitu, beban operasional dapat tertutupi. Kondisi yang ada saat ini, penerimaan SPP pondok pesantren Minhajul Haq is still below 80% so operational expenses are still not covered. For example, salary expenses are usually IDR 740,000,000 and operational expenses are IDR 600,000,000 so that if the total costs range from 1.3 billion while SPP receipts are usually numbered 1.2 billion, there is a gap or minus in terms of receipts and expenditures.

2. Use of budget outside the ratified RAB

1. The existence of programs whose budget use is not in accordance with the RAB or programs outside the RAB causes an additional use of costs so as to increase the burden of Islamic boarding school costs. Not to mention the increase in prices that cannot be predicted in advance so as to increase the budget that must be spent. There is no optimal cost screening system yet there is no application program, cost coding system so it is difficult to determine the budget priority scale.

2. Lack of maximum supervision of budget useDuring the current time, the finance

department only submits funds submitted according to the approval of the leadership. However, for supervision and evaluation of the use of the budget, it has not run optimally. There has been no additional income from donors other than student guardians, currently the fund income is only sourced from student guardians through donations of development funds and tuition fees.

3. Cottage business that has not been managed optimally
   The cottage actually already has a business in the canteen section of the Islamic boarding school, it's just that it has not been optimized and has not been added to other types of businesses that Able to generate more funds to help meet the needs of Islamic boarding schools.

Efforts to achieve efficiency

In an effort to achieve efficiency, there are at least several things that must be done by the Minhajulhaq Islamic Boarding School, including:

1. Educate parents on the importance of educational endowments. Education about the importance of educational donations for the continuity of Islamic boarding schools must often be conveyed in events involving guardians such as monthly routine study events, distribution of student report cards every semester, or other important events. This can also be conveyed through social media both general such as Instagram, websites, facebook, or spread on social Guardian WhatsApp groups.

2. Efforts are needed to build a more integrated management or financial information system. The number of things that must be taken care of sometimes makes some administrative employees overwhelmed, especially regarding data related to finance is still done manually such as payroll, Filing fees, filing taxes, and others. This supporting application is sought to have complete features such as fee billing features to student guardians, automatic payment notifications to student guardians, features that can control activities and budget use in all fields in Islamic boarding schools, attendance features, evaluation features and features related to personnel and organizational systems inside the pesantren. This will be a distinct advantage for Minhajul Haq Islamic boarding school if it can have such a system because Most Islamic boarding schools have not been able to build a one-stop system that is able to facilitate these needs.

3. Conduct an evaluation of budget use at least once every 1 year It is expected that there will be a detailed evaluation in each division related to accountability in the use of budgets that have been used for at least one year.
4. Looking for donors

   The increasing need for Islamic boarding schools to build new facilities and for the maintenance of existing facilities, of course, increases the burden on the Islamic boarding school budget. In this case, it is hoped that there will be an effort to attract donors so that they are willing to donate funds to help meet the needs of Islamic boarding schools. Especially if the donors are willing to become permanent donors of Islamic boarding schools.

5. Developing Islamic boarding school business
   a. Beautiful environment, fertile soil, and adequate natural resources are very suitable to start developing existing resources in the Islamic boarding school environment. Islamic boarding schools can develop several business fields including:Peternakan ruminansia, unggas dan perikanan minimalnya untuk memenuhi kebutuhan protein santri.
   b. Growing crops grows vegetables and fruits that can be enjoyed as a result of eating students so they don't have to buy vegetables / fruits from outside, produce their own bottled water to be used and marketed independently.
   c. c. Developing a more complete minimarket accompanied by cafes and restaurants to facilitate students, teachers, employees, guardians or visitors from outside Getting a variety of food/drinks does not need to go outside the cottage.
   d. With the possession of its own water source, the pesantren has the potential to produce its own bottled mineral water to be sold within the pesantren itself or sold outside the pesantren.
   e. The potential that needs to be studied also for the future includes building lodging for rent to guardians who come from afar during the schedule of student leveling, the majority of which come from outside the region. The efforts of business development efforts above in addition to increasing income also have the potential to become a forum for entrepreneurial learning students which of course we support by building business incubators and entrepreneurship in the Islamic boarding school environment.

4. CONCLUSION

Pesantren financial management is an act of financial management / administration which includes recording, planning, implementation, accountability and reporting. Thus, pesantren financial management can be interpreted as a series of activities to manage pesantren finances ranging from planning, bookkeeping, spending, supervision and financial accountability of pesantren. Financial management of pesantren pesantren is one of the substances of management of educational institutions or pesantren that will also determine the smooth running of Islamic boarding school activities.

As is the case with the substance of education management in general, financial management activities of Islamic boarding schools should be carried out through the process of planning, organizing, directing, coordinating, supervising or controlling. Some financial management activities are in the form of obtaining and determining sources of funding, utilization of funds, reporting, examination and accountability.

Through financial management activities, the funding needs of Islamic boarding school activities can be planned, sought for procurement, recorded transparently, and used to finance the implementation of Islamic boarding school programs effectively and efficiently. For this reason, the objectives of financial management of Islamic boarding schools include: Meningkatkan efektivitas dan efisiensi penggunaan keuangan pondok pesantren;

1. Increase financial accountability and transparency of Islamic boarding schools; and
2. Minimize misuse of Islamic boarding school budget.

Based on the results of data analysis and discussions that have been carried out, the following conclusions can be drawn:

The level of effectiveness of financial management of Minhajul Haq Islamic Boarding School during 2020-2022 tends to be stable, from the results of the effectiveness analysis shows that calculations using the formulation of the level of effectiveness of financial management of Minhajul Haq Islamic Boarding School during 2020 to 2022 average 92.09%.

1. Thus the level of effectiveness of financial management of Minhajul Haq Islamic Boarding School is effective, because the calculation results are in the range of 90% to 100% which means that the financial management of Minhajul Haq Islamic Boarding School is effective. Effective can also mean that actually all activities, both those that have been programmed and those that have not been programmed, have been financed

and run as expected.

2. Efforts that can be taken to increase effectiveness are related to improving management structure, streamlining the current system, the right strategy in maximizing budget, a steady policy-making style, selection of quality human resources (staff), skills pemangku kebijakan dan pengelola anggaran yang terus ditingkatkan Through trainings, managers are also expected to have integrity, professionalism, discipline, innovation and prioritize service to the community (shared values).
3. The efficiency level of financial management of the Minhajul Haq Islamic Boarding School during 2020 -2022 tends to decrease, from the results of the analysis shows that the calculation using the formulation of the efficiency level of financial management of the Minhajul Haq Islamic Boarding School during 2020 to 2022 is on average 107.14%, meaning that the efficiency level of the Islamic Boarding School is very inefficient because the results are more than 100%.

4. 4. Obstacles in achieving efficiency at the Minhajul Haq Islamic Boarding School include SPP receipts are still below the average revenue target, budget use outside the approved RAB, the use of high fees exceeding SPP receipt funds, there is no optimal cost screening system, not yet maximum supervision of budget use, there is no additional income of funds from donors other than student guardians, and the business field of Islamic boarding schools that have not yet optimally accepted

5. 5. Efforts that can be taken to improve efficiency include providing education to better understand the importance of education funds (SPP), buying/holding systems/applications that can support the performance of pesantren, conducting evaluations of budget use at least once every 1 year, looking for donors, Developing various Islamic boarding school businesses in several sectors such as animal husbandry, farming, developing minimarkets, and opening paid lodging for guests. These business development efforts are in addition to increasing income, also As a place for students to develop themselves in the field of entrepreneurship and skills.

5. ADVICE

1. Based on the description of the conclusions and discussion above, suggestions that can be given to improve the quality of financial management of the Minhajul Haq Islamic boarding school are as follows:The head of the Islamic boarding school can ask each division to create a program with a priority scale so that it prioritizes programs that are really important and there is no budget overrun on less important programs or only complementary programs.
2. The leadership of the Islamic boarding school can schedule a special meeting at the end of the year to evaluate and hold accountable for all activities and budgets that have been used.
3. Increase tuition receipts in several ways, including education to guardians, more intense billing for delinquent guardians, and applying stricter rules regarding tuition payments to guardians.
4. Islamic boarding school management is expected to understand the concept of shopping so that planning and controlling expenses becomes easier to do. In budget planning, as much as possible rationalize spending so that the expenditure spent can be effective and efficient.
5. 5. The Foundation can find as many donors as possible to be able to help fund Islamic boarding schools.
6. Develop various cottage businesses in accordance with their potential and managed professionally so that they run optimally and can generate sufficient funds even more than expected.

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