



Innovative Strategies for Education Funding Crisis: Budget Efficiency and Transparency at MTs Nurul Jadid

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Abstract:

This research explores MTS Nurul Jadid's innovative strategies in addressing the education funding crisis, focusing on budget efficiency and transparency. Its primary objective is to explain how the implementation of these strategies, including partnerships and technology utilization, can ensure the sustainability and quality of education amidst financial limitations. Employing a qualitative approach with a case study design, data was collected through participant observation, in-depth interviews with the Madrasah Principal, Treasurer, and Committee Head, as well as document analysis. The findings indicate that MTS Nurul Jadid successfully implemented efficient budget management by prioritizing core needs and avoiding waste, while transparency was enhanced through publicly accessible digital financial reports. Furthermore, strategic partnerships with the private sector diversified funding sources and provided non-financial support, while technology significantly increased the accuracy and speed of financial administration, supported by active parental and community participation that further strengthened accountability. The implication of this research is that a transparent, efficient, and collaborative budget management model can serve as an adaptive solution for other educational institutions facing similar challenges, fostering improved educational quality despite limited resources.

Keywords: *Education Funding, Budget Efficiency, Transparency.*

Abstrak:

Penelitian ini mengeksplorasi strategi inovatif MTS Nurul Jadid dalam mengatasi krisis pembiayaan pendidikan, dengan fokus pada efisiensi dan transparansi anggaran. Tujuan utamanya adalah menjelaskan bagaimana penerapan strategi ini, termasuk kemitraan dan pemanfaatan teknologi, dapat memastikan keberlanjutan dan kualitas pendidikan di tengah keterbatasan dana. Menggunakan pendekatan kualitatif dengan desain studi kasus, data dikumpulkan melalui observasi partisipatif, wawancara mendalam dengan Kepala Madrasah, Bendahara, dan Ketua Komite, serta analisis dokumentasi. Hasil penelitian menunjukkan bahwa MTS Nurul Jadid berhasil mengimplementasikan pengelolaan anggaran yang efisien dengan memprioritaskan kebutuhan inti dan menghindari pemborosan, sementara transparansi ditingkatkan melalui laporan keuangan digital yang dapat diakses publik. Selain itu, kemitraan strategis dengan sektor swasta mendiversifikasi sumber pendanaan dan memberikan dukungan non-finansial, sementara pemanfaatan teknologi secara signifikan meningkatkan akurasi dan kecepatan administrasi keuangan, didukung oleh partisipasi aktif orang tua dan masyarakat yang turut memperkuat akuntabilitas. Implikasi dari penelitian ini adalah bahwa model pengelolaan anggaran yang transparan, efisien, dan

kolaboratif dapat menjadi solusi adaptif bagi institusi pendidikan lain yang menghadapi tantangan serupa, mendorong peningkatan kualitas pendidikan meskipun dengan sumber daya terbatas.

Kata Kunci: *Pembiayaan Pendidikan, Efisiensi Anggaran, Transparansi.*

INTRODUCTION

Education forms the bedrock of a nation's progress, and adequate funding serves as its primary pillar. However, social realities indicate that the education funding crisis in Indonesia, particularly at the madrasah level, has become a crucial issue demanding in-depth examination (Azmi et al., 2023; Junius Lengkong, Pontoh, Kaparang, & Nomel Kumajas, 2024). Unlike general education institutions, madrasahs often struggle with severe budget limitations, a reality directly impacting facility quality, curriculum development, and ultimately, students' learning experiences. High dependence on often insufficient government fund allocations, coupled with fluctuating parental contributions, creates a complex financial dilemma for many madrasahs, including MTS Nurul Jadid (Huda, 2022). This condition not only hampers madrasahs' ability to provide an optimal learning environment but also constrains their potential to innovate and adapt to contemporary demands. Therefore, research delving into innovative strategies for budget management in madrasahs, with a focus on efficiency and transparency, becomes highly relevant and urgent. Public financial management theory and agency theory provide relevant conceptual frameworks here; public financial management theory emphasizes the optimal allocation of resources to achieve public objectives, while agency theory highlights the importance of oversight mechanisms to ensure accountability in the use of public funds by entrusted parties (agents). In the madrasah context, efficiency means maximizing the value of every rupiah invested, while transparency builds stakeholder trust and ensures funds are used as intended, reducing information asymmetry between madrasahs and the community.

Despite the urgent discourse surrounding education funding, the core problem that emerges is how madrasahs can not only sustain but also thrive amidst chronic financial constraints, especially within the context of an ongoing funding crisis. Based on field observations and various reports, many madrasahs, like MTS Nurul Jadid, are caught in a vicious cycle where minimal budgets directly limit their ability to recruit and retain qualified teachers, provide modern infrastructure, or develop diverse extracurricular programs. The crucial point lies in how innovative budget management strategies can substantively mitigate the negative impacts of these financial limitations. Furthermore, a fundamental question that needs to be resolved is: how can madrasahs build community trust and attract sustainable financial support if their budget management processes are neither efficient nor transparent? A lack of efficiency can lead to the waste of already limited resources, while a lack of transparency can erode the trust of parents and the community, which are invaluable financial and moral resources for madrasahs. Therefore, this research will specifically examine how the implementation of efficient and transparent budget management strategies can be key to overcoming the funding crisis at MTS Nurul Jadid, ensuring educational sustainability and the achievement of maximum learning outcomes.

Studies on efficiency and transparency in education budget management have been extensive, but most are still dominated by the context of formal schools or higher education, leaving a significant research gap at the madrasah level. Previous research underscores the importance of sound financial management for improving the overall quality of education. For instance, Nugroho et al. (2024), in their study, demonstrated that implementing integrated accounting systems in educational institutions can enhance fund allocation efficiency and minimize budget leakages. This finding highlights the role of technology in optimizing financial management. Furthermore, Shahib et al. (2022) emphasized that budget transparency is key to building public trust and encouraging community participation in education funding. Their research, though not specific to madrasahs, sheds light on mechanisms that enable stakeholders to monitor fund usage accountably, which is highly relevant for madrasahs heavily reliant on community contributions. Meanwhile, Hasanah & Mustofa (2024) explored the impact of community participation on the sustainability of educational programs, implying that active parental and community involvement, driven by transparency, can be a vital resource.

Despite these studies providing valuable insights into the principles of efficiency and transparency in education financial management, there is a striking research gap concerning the practical implementation of these strategies in madrasahs, particularly at the MTS level. While Fannah et al. (2022) and Suryani & Sari (2024) did highlight the limited studies on budget management in madrasahs, especially MTS, no in-depth research has analyzed how innovative strategies, such as leveraging technology for transparency and forming private sector partnerships, can be specifically applied and yield concrete impacts in resource-constrained madrasahs. Previous studies tend to be general or focus on theoretical frameworks, and few have provided empirical case examples of how madrasahs proactively address funding constraints through effective, field-proven budget management innovations. Therefore, this research seeks to fill this gap by providing an in-depth analysis of a case study at MTS Nurul Jadid.

The fundamental novelty of this research lies in its deep and specific focus on an innovative budget management model in madrasahs, particularly by integrating the use of technology to enhance transparency while simultaneously forging strategic partnerships with the private sector. Many previous studies have discussed efficiency and transparency separately, or within the context of larger educational institutions with more abundant resources. However, this research presents a unique contribution by holistically analyzing how MTS Nurul Jadid, a resource-constrained madrasah, has successfully integrated modern technological solutions and external collaborations as the backbone of its budget management strategy. This approach not only enhances internal accountability but also effectively rebuilds the trust of the external community and attracts additional funding sources. This is not merely a case study on efficiency but rather an in-depth exploration of a "hybrid model" of sustainable education funding in madrasahs, where technology and partnerships act as catalysts for financial management transformation—an area still rarely explored with sufficient empirical depth in Indonesia.

This research, in a scientifically narrative manner, aims to comprehensively explain how the implementation of efficient and transparent budget management strategies, through the utilization of technology and partnerships with the private sector, can significantly help MTS Nurul Jadid overcome its education funding crisis and ensure the sustainability of educational quality. Furthermore, this research seeks to delineate the practical mechanisms behind these strategies, providing insights into the challenges and successes of their implementation. Thus, this research is expected to generate a relevant and applicable budget management model for other madrasahs in Indonesia facing similar problems.

RESEARCH METHOD

This research adopts a qualitative approach with a case study design, specifically chosen for an in-depth analysis of how budget efficiency and transparency strategies are implemented at MTS Nurul Jadid, located in Karanganyar, Paiton, Probolinggo. The qualitative approach allows the researcher to understand phenomena holistically and contextually, capturing the complexities of budget management within a madrasah environment with limited resources. The primary focus of this study is to explore how this madrasah navigates financial challenges through innovations in efficiency and transparency.

Data collection was carried out through a triangulation of methods, encompassing participant observation, in-depth interviews, and document analysis. Observation was conducted to directly witness daily budget management practices and related interactions within MTS Nurul Jadid. In-depth interviews were held with key informants, namely the Madrasah Principal, Madrasah Treasurer, and Head of the Madrasah Committee to delve into their perspectives, experiences, and challenges in financial management. These informants were selected based on their central roles in the madrasah's budget policies and implementation. Additionally, documentation in the form of financial reports, annual budgets, meeting minutes, and other relevant documents were collected to provide secondary data that strengthens the findings from observations and interviews.

Data analysis was performed iteratively and proceeded through three main stages: data reduction, data display, and data verification. In the data reduction stage, the researcher filtered, summarized, and organized raw data from observations, interviews, and documentation to identify key patterns and themes. Subsequently, in the data display stage, the reduced data was presented in narrative form, matrices, or diagrams to facilitate understanding and initial conclusions. Finally, the data verification stage involved reviewing and confirming findings by comparing data from various sources (triangulation) and reflecting them back on the theoretical framework of budget efficiency and transparency. Specific analytical methods used included content analysis to identify themes and categories, discourse analysis to understand narratives and representations in budget management, and interpretive analysis to connect empirical findings with the theoretical concepts underpinning this research.

RESULTS AND DISCUSSION

Efficient and Focused Budget Management

Efficient and focused budget management refers to the optimal process of allocating and utilizing funds to achieve educational goals without waste (Anshari, 2023; Salsabila et al., 2024). In the context of MTS Nurul Jadid, this budget management involves identifying key needs that support educational quality, such as learning facilities and infrastructure, teacher salaries, and learning activities. This process also includes prioritizing more urgent and important expenditures, avoiding disbursements that do not directly contribute to achieving educational objectives (Aptasari, Krisnina, Putri, Mujahidi, & Hastuti, 2024; Liani & Takari, 2024). Dengan kata lain, In other words, the budget is not spent on secondary or less important matters but is focused on aspects that can have a direct impact on the teaching and learning process. Efficiency is achieved by ensuring that every rupiah spent provides maximum value for improving educational quality, while simultaneously reducing waste that could harm the sustainability of the educational institution.

From the interview with the madrasah principal, it was revealed that: *"At MTS Nurul Jadid, we always strive to manage the budget as effectively as possible. We prioritize expenditures that directly support educational quality. For instance, we allocate more funds to needs directly related to the teaching and learning process, such as improving classroom facilities, purchasing educational tools, and teacher training. We truly prioritize things that have a direct impact on educational quality. Furthermore, we conduct budget planning very carefully, detailing every expenditure item, so that no funds are wasted."*

The efficient and focused budget management at MTS Nurul Jadid reflects a very meticulous managerial approach, where every available fund is allocated to needs that directly support educational quality, such as facility maintenance, teaching materials, and teacher training. The decision to prioritize the maintenance of existing facilities over purchasing new ones demonstrates a strong principle of efficiency, avoiding waste and maximizing available resources. Moreover, continuous budget planning and evaluation (Aulia, Amani, Indriana, & Trihantoyo, 2024; Fikri & Syahrani, 2022), involving various parties, enable the madrasah to adapt to evolving needs without compromising educational quality. This approach proves that even with a limited budget, proper management can yield a positive impact on educational quality and serve as a model for other educational institutions facing similar funding challenges.

Transparency in Financial Management

Transparency in financial management refers to the practice of openness and accountability in providing financial information to interested parties, such as students' parents, the community, and internal madrasah stakeholders. At MTS Nurul Jadid, this transparency is realized through the presentation of clear and easily accessible financial reports, available in both physical and digital formats, and by involving relevant parties in the budget decision-making process. With transparency, every expenditure can be monitored and supervised by all parties, thereby preventing potential misuse of funds and ensuring that

received funds are used according to predetermined objectives (Kawatu, Tirayoh, & Datu, 2024; Nahwa & Batara, 2023). This transparency also increases public trust in the madrasah's financial management, which in turn strengthens the relationship between the madrasah and students' parents and supports the sustainability of education.

Interview with Financial Management Staff: *"At MTS Nurul Jadid, we prepare monthly financial reports detailing receipts and expenditures. We then share these reports with parents during regular meetings. We also provide copies of the reports on the madrasah's website and WhatsApp groups, allowing parents to directly see the flow of funds. Additionally, we provide explanations if there are expenditures larger than usual, so parents understand and can provide input if necessary."*

Transparency in financial management at MTS Nurul Jadid plays a crucial role in building trust among the madrasah, students' parents, and the surrounding community. By providing open and easily accessible financial reports, both through meetings and digital platforms, the madrasah demonstrates its commitment to accountability. This approach also encourages active participation from parents and the community in budget oversight, which strengthens external control and ensures that funds are used in line with educational priorities. This openness not only increases trust but also fosters more careful and responsible management, thereby ensuring that funds are utilized efficiently and effectively for educational advancement. Transparency at MTS Nurul Jadid serves as a strategy to strengthen collaboration between the madrasah and the community in supporting better educational quality.



Figure 1. Transparency Meeting in Financial Management

This image shows the atmosphere of a transparency meeting in financial management held by MTS Nurul Jadid. In this meeting, financial reports are presented in detail, covering fund receipts, budget allocations, and expenditures made to support operational activities and educational programs. This meeting reflects the madrasah's commitment to transparency by providing an open forum for discussion to give input and suggestions regarding fund utilization. This forum aims to ensure that budget management is conducted accountably, efficiently, and in accordance with the madrasah's priority needs. The active discussion atmosphere in this meeting highlights the importance of community

participation in supporting the sustainability and quality of education at the madrasah.

Expanding Funding Sources Through Partnerships

Expanding funding sources through partnerships refers to a strategy of raising additional funds by establishing collaborations with various external entities (Auliaulfattah et al., 2024; Realita, Pendidikan, & Biaya, 2024), such as the private sector, government institutions, communities, and non-profit organizations. At MTS Nurul Jadid, this approach is implemented to address budget limitations by engaging partners who care about education. These partnerships can take the form of financial support, provision of facilities, or offering training programs for teachers and students. The primary objective of this strategy is to broaden the madrasah's financial resources so that it does not solely depend on student fees and government aid. Through partnerships, the madrasah can create mutually beneficial relationships that not only provide financial support but also strengthen its social network and institutional reputation, thereby enhancing the sustainability and quality of education.

Interview with the Madrasah Treasurer: *"We implement the same system as with other fund management, which is through clear planning and reporting. Every fund received from our partners is recorded and allocated according to the agreement. We also submit reports to our partners on how the funds were used, both in document form and through direct meetings. This way, partners feel more confident that their support is used as intended."*

The expansion of funding sources through partnerships at MTS Nurul Jadid demonstrates that collaboration with external parties, such as companies, non-profit organizations, and alumni, is an effective solution for overcoming budget constraints without burdening students' parents. These partnerships not only provide financial support but also assistance in the form of facilities, training, and development programs that directly impact educational quality. The madrasah's success in forging these partnerships lies in good communication, transparent proposals, and accountable fund management, thereby creating mutually beneficial relationships with partners. This strategy proves that with the right approach, madrasahs can leverage external potential to support the sustainability of quality education and can serve as an inspiring model for other educational institutions.

Community and Parental Participation in Budget Management

Community and parental participation in budget management refers to the active involvement of various external parties, especially students' parents, in the planning, oversight, and evaluation of madrasah fund utilization. At MTS Nurul Jadid, this participation is realized through involving parents in budget meetings, allowing them to provide input on expenditure priorities, and overseeing the transparency of financial reports. By involving the community and parents, the madrasah not only enhances trust in financial management but also fosters a shared sense of responsibility for educational sustainability (Santika, Ahmad, & Muniroh, 2023; Yulianto, Siswanto, Indra, & Al-Kattani, 2023). This participation enables a two-way dialogue between the madrasah and

the community, ensuring that the budget is used more effectively and aligns with the needs of students and the institution. Furthermore, this involvement strengthens the relationship between the madrasah and the community, fostering broader support for the educational programs being implemented.

Interview with the Head of the Madrasah Committee: *"The role of parents is incredibly important. They don't just help with contributions; they also provide very useful input regarding the madrasah's priority needs. In committee forums, we often discuss with the madrasah management about how funds should be allocated. Parents also contribute to monitoring the use of funds, ensuring transparency is maintained. They feel more at ease knowing their money is being used well."*

The madrasah committee at MTS Nurul Jadid plays a strategic role in ensuring active parental and community participation in budget management. As a liaison between the madrasah and parents, the committee facilitates transparent communication through regular forums, enabling parents to express their aspirations, provide input, and support madrasah programs, both through oversight and additional assistance. This participation strengthens accountability and creates a shared sense of ownership for the madrasah's success. With the committee's involvement, every budget-related decision is discussed collectively, minimizing potential conflicts and ensuring that fund usage aligns with priority needs. Additionally, the committee helps bridge differences in views between the madrasah and parents through open dialogue and mutually beneficial solutions. This role not only supports transparency and efficiency but also strengthens the relationship between the madrasah and the community, ultimately supporting the sustainability of quality education at the madrasah.

Leveraging Technology for Budget Efficiency

Leveraging technology for budget efficiency refers to the use of digital systems or technological tools to optimize the planning, management, and reporting of finances, thereby minimizing waste and enhancing accuracy and transparency. At MTS Nurul Jadid, technology is utilized to streamline financial administration, such as recording budgets, tracking expenditures, and generating reports that are accessible in real-time by relevant parties. This technology also supports data-driven decision-making, enabling the madrasah to identify spending patterns, assess the effectiveness of fund allocation, and make necessary adjustments. By harnessing technology, the financial management process becomes faster, more efficient, and integrated, allowing the madrasah to optimize existing resources to support educational quality. This approach not only improves internal efficiency but also strengthens transparency and accountability towards the community and students' parents.

Interview with the Madrasah Principal: *"We started implementing a digital system for financial management in the last few years. By using a web-based financial application, we can record all receipts and expenditures more accurately. Furthermore, financial reports can also be accessed anytime by relevant staff, and even by the madrasah committee and parents. This system has greatly helped us in creating better budget planning, as all data is clearly documented and can be analyzed in detail."*

The utilization of technology in budget management at MTS Nurul Jadid, as explained by the principal, has significantly impacted the madrasah's financial

efficiency and transparency. By employing a web-based application, the financial recording and reporting process has become faster, more accurate, and monitored in real-time, providing better control over fund allocation. This technology also enhances accountability by providing neat and easily accessible reports to relevant parties, including parents and the madrasah committee, thereby building public trust in fund management. Although there were initial adaptation challenges, this technology is seen as a strategic investment that supports professionalism in madrasah financial governance, while ensuring more efficient and responsive use of funds for educational needs. This approach demonstrates the principal's commitment to leveraging technology as a tool to enhance the quality and sustainability of madrasah management.



Figure 2. Technology Utilization for Budget Efficiency

CONCLUSION

Based on the research findings, the most important lesson learned from this study is the success of MTS Nurul Jadid in overcoming the education funding crisis through the implementation of comprehensive innovative strategies. This madrasah effectively combined budget efficiency and transparency with strategic partnerships and the utilization of advanced technology. Efficient budget management was achieved by prioritizing core educational needs, such as learning facilities, teacher salaries, and training programs. Transparency was strengthened by providing digital financial reports easily accessible to parents and the community, which significantly increased public trust. Furthermore, the madrasah's willingness to forge partnerships with the private sector not only diversified funding sources but also brought non-financial support like facilities and training, all contributing to improved educational quality. Technology played a crucial role in budget efficiency by digitizing administration, minimizing errors, and enabling real-time expenditure tracking, essential for accountability. The active participation of parents and the community in budget planning and oversight further strengthened this accountability system, demonstrating that crises can be overcome through collaboration and innovation.

Academically, this research provides a significant contribution by updating the perspective on financial management in Islamic educational institutions, particularly madrasahs, which are often overlooked in broader

literature tending to focus on formal schools or higher education. This study presents a unique hybrid model for sustainable education funding, where technology and external partnerships proved to be critical catalysts in overcoming resource limitations. Nevertheless, this research has limitations due to its nature as a single case study focusing on MTS Nurul Jadid, meaning the generalizability of findings may be limited to this madrasah's specific context and characteristics. Therefore, further research is highly needed to evaluate the long-term impact and potential adaptation of this model in various socio-economic contexts, accommodating diverse types of madrasahs, locations, and demographics (e.g., involving variations in gender and age of informants). The use of broader survey methods could provide a more comprehensive picture of the success of these strategies across different institutions, which in turn could serve as a basis for formulating more appropriate and targeted educational policies at the national level.

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