

## Implementation of Good Governance Principles in Educational Financial Management

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### Abstract:

#### Purpose:

Education plays a crucial role in the development of a country, and transparent and accountable management of education finance is a major factor in improving the quality and equity of education. This study aims to analyze the application of good governance principles in the management of education finance and identify the challenges faced and strategies to overcome them.

#### Methodology:

The method used is a literature study with a descriptive qualitative approach, which examines various sources, including scientific journals, books, and related regulations.

#### Findings:

The results of the study indicate that although the principles of good governance, such as transparency, accountability, participation, effectiveness, and fairness, have begun to be applied in the management of education finance, their implementation still faces various obstacles. The main challenges include limited access to financial information for stakeholders, less than optimal effectiveness of financial reporting, and low community involvement in supervision. In addition, the allocation of the education budget still does not fully pay attention to aspects of equity and fairness.

#### Implication:

To overcome these problems, this study recommends increasing the capacity of human resources in financial management, strengthening the monitoring and evaluation system, and implementing a more integrated financial management information system. With support from various parties, it is hoped that the governance of education finance can run more transparently, accountably, and effectively, so that it has a positive impact on improving the quality of education in Indonesia.

## INTRODUCTION

Education is one of the sectors that has an important role in the development of a country. Good quality education will produce quality human resources so that it can support the progress and competitiveness of a nation. To realize quality education, good management is needed in all aspects, including in terms of managing education finances.

Educational financial management includes planning, implementation, accountability, and supervision of the use of educational funds. Good and transparent financial management will be the foundation for the realization of accountability and public trust in educational institutions. It is in line with the principles of good governance that encourage transparency, participation, and accountability in the management of public resources.

Good governance is a concept that refers to a good, clean, and responsible government management system. The principles of good governance include transparency, accountability, participation, effectiveness, and justice (Karya Pamungkas & Rosyanfikri, 2022). The application of these principles is expected to realize better management of educational finances so as to improve the quality and equity of education.

In the context of educational financial management, the application of good governance principles has an important role. Transparency in financial management will make it easier for stakeholders to monitor and supervise the use of educational funds (Nurdarmasih, 2019). Accountability in financial reporting will increase public trust in educational institutions (Fahri, 2019). Stakeholder participation in the planning, implementation, and supervision of financial management will encourage the creation of fairness and effectiveness in the use of funds.

The application of good governance principles in the management of educational finance can also encourage the use of funds effectively and efficiently. With transparency and accountability, waste and misuse of funds can be minimized. In addition, stakeholder participation in the budget planning process can ensure that funds are allocated according to the needs and priorities of educational institution development.

In practice, the implementation of the principle of good governance in educational financial management still faces various challenges. Low understanding and commitment of educational institution leaders, minimal human resource capacity, and weak monitoring and evaluation systems can be obstacles to realizing transparent, accountable, and participatory educational and financial management (Rosika & Frinaldi, 2023).

Currently, the management of educational finance still faces various challenges, especially in the application of the principles of good governance. Several previous studies have highlighted the aspects of transparency and accountability in the management of educational finance. However, there is still a gap in understanding the effectiveness of the implementation of these principles at various levels of educational institutions. It is especially related to budget equity and optimization of financial supervision. Therefore, this study seeks to analyze the existing challenges and formulate strategies to strengthen educational financial governance to be more efficient and equitable.

In addition to identifying problems, this study also offers an approach that focuses on increasing human resource capacity, strengthening internal control systems, and implementing an integrated financial management information system. With these steps, educational and financial governance can be more optimal and in accordance with the principles of good governance so as to increase the efficiency of educational fund management and ensure its use is on target.

This study aims to evaluate the extent to which the principles of good governance have been applied in the management of educational finance and to identify the steps needed to improve its effectiveness. The success of implementing this principle depends on the commitment and support of the leaders of educational institutions and the active role of all stakeholders. With the synergy between various parties, it is hoped that the management of educational finance can run more transparently, accountably, and effectively, thus providing a positive impact on improving the quality of education in Indonesia.

## METHODS

This study uses a literature study method to analyze the application of good governance principles in educational financial management. This study was conducted by reviewing various sources, including books, scientific journals, laws and regulations, and previous research reports.

The data collection process begins with identifying and inventorying relevant literature and then analyzing it in depth to gain a comprehensive understanding. Data analysis uses a descriptive qualitative approach, where information is classified, interpreted, and synthesized to provide a clear picture of the implementation of good governance.

This study examines transparency in financial information disclosure, stakeholder access, and financial reporting mechanisms. Accountability is analyzed from the aspect of financial management accountability, both internal and external. In addition, this study also identifies challenges faced in implementing good governance and strategies to overcome them. The results of the analysis are presented systematically to provide a comprehensive picture of educational financial governance. The findings of this study are expected to be recommendations for

improving the quality of educational financial management that is more transparent, accountable, and participatory.

## RESULTS AND DISCUSSION

One important aspect of implementing the principles of Good Governance is accountability. Accountability includes the organization's obligation to be responsible for its actions, decisions, and financial management to stakeholders (Ika Asmawati & Prayitno Basuki, 2019). In business structuring, the application of the principles of Good Governance involves a clear organizational structure, well-defined duties and responsibilities, and effective planning and control mechanisms (Dewi et al., 2021). The application of the principles of Good Governance also encourages transparency in decision-making and effective communication with stakeholders. With transparency in decision-making, it can ensure that decisions taken are based on objective considerations, and are not influenced by the interests of certain individuals or groups (Dewi et al., 2021). Effective communication is also important to provide clear and accurate information to stakeholders so that they can understand financial activities and performance well.

The results of the study show that the application of good governance principles in educational and financial management is still not optimal. Although several efforts have been made, there are still several challenges and problems that need attention. Some of them are the lack of transparency in budget allocation, delays in the disbursement of funds, and low human resource capacity in managing finances effectively. In addition, there is still inequality in the distribution of funds, where several educational institutions experience budget constraints that have an impact on the quality of educational services. Therefore, strategic steps are needed that include improving the accountability system, strengthening the monitoring mechanism, and optimizing the use of technology in educational financial management (Kusumadewi & Wening, 2024).

In terms of transparency, educational institutions have attempted to provide financial information openly, such as budget publications and accountability reports. However, the information provided is still limited and difficult to access for some stakeholders, especially the general public (Saputra, 2016). These limitations can hinder public participation in monitoring and providing input on the management of educational finance. Therefore, a more effective strategy is needed in disseminating information, such as utilizing digital platforms, presenting data that is more concise and easy to understand, and increasing community involvement in the planning and evaluation process of the educational budget.

Meanwhile, the accountability mechanism for educational financial management has been implemented through internal and external reporting and audit systems. However, the effectiveness and quality of financial reports still need to be improved, especially in terms of data accuracy, timeliness of delivery, and compliance with applicable accounting standards. In addition, transparency in budget management is also a crucial aspect that must be considered in order to ensure that each allocation of funds is used optimally and in accordance with educational needs. The application of technology in the financial recording and reporting system can be a solution to increase efficiency, reduce the potential for errors, and strengthen supervision of the use of educational funds (Saputra, 2016).

In terms of stakeholder participation, it was found that the involvement of school committees and the community in the planning, implementation, and evaluation processes of financial management was still limited. Communication and consultation with stakeholders have not been carried out optimally (Fadjar Trisakti et al., 2022). Regarding the effectiveness of budget use, research shows that the planning and budgeting process has not been fully integrated with the needs and priorities of education programs. In addition, monitoring and evaluation of budget realization also still need to be improved.

In terms of the principle of justice, the results of the study show that the allocation of the education budget still does not optimally consider the equality and different needs of the regions. In addition, the mechanism of

financial assistance for students from underprivileged families still needs improvement. It indicates that the application of the principle of good governance in the management of education finance is not yet fully effective and still requires more comprehensive and sustainable efforts. Therefore, improvements are needed in various aspects, including transparency, accountability, participation, effectiveness, and justice, to ensure that the principle of good governance can be optimally applied in the management of education finance.

**Implementation of Good Governance Principles.** The implementation of good governance principles in educational and financial management is not only the responsibility of educational institutions but also requires commitment and support from the government, especially in terms of policy development, coaching, and supervision (Robial et al., 2023). Increasing the capacity of human resources, both at the educational institution level and at the policy-making level, is also an important factor in encouraging the effective implementation of good governance principles.

The principle of good governance is a concept of good governance that is expected to be applied to various sectors, including the management of educational finance (Ma'ruf & Harmanto, 2020). The application of the principle of good governance in the management of educational finance is very important to ensure transparency, accountability, participation, effectiveness, and fairness in the allocation and use of educational funds (Ja'far, 2018) (Ja'far, 2018).

One of the main principles of good governance is transparency. In the context of educational financial management, transparency can be realized through the disclosure of financial information openly and easily accessible to all stakeholders, such as the community, school committees, and the government. Publication of budgets, realization reports, and financial accountability are important parts of transparency.

The principle of accountability is also a key element of good governance. In the management of educational finance, accountability can be implemented through a financial reporting system that is timely, accurate, and in accordance with applicable standards (Siregar et al., 2019). In addition, internal and external audits are also needed to ensure accountability for financial management. Stakeholder participation is also an integral part of good governance. In the context of education, the participation of parents, the community, and other stakeholders must be realized in the process of planning, implementing, and evaluating financial management. Two-way communication and active consultation with stakeholders are needed (Yasrawan et al., 2023).

The principle of effectiveness is also important in the management of educational finance. It means that the allocation and use of the budget must be in line with the needs and priorities of the educational program and can provide optimal impacts on improving the quality of education. The principle of justice must also be considered in the management of educational finance. Justice can be realized through equal budget allocation that takes into account the needs of disadvantaged regions and community groups, as well as the provision of targeted financial assistance (Ahyaruddin & Akbar, 2017).

To support the implementation of good governance principles in educational financial management, commitment and collaboration from various stakeholders are needed, including the government, educational institutions, school committees, and the community. Improvement efforts in various aspects, such as policies, human resource capacity, and internal control systems, are also the key to success. The implementation of good governance principles in educational financial management still faces various challenges, such as minimal transparency, weak accountability, limited community participation, and uneven budget allocation. More comprehensive and sustainable efforts are needed to overcome these problems.

Continuous monitoring and evaluation are also important to measure the success of the implementation of good governance principles and identify areas of improvement that are still needed (Fadjar Trisakti et al., 2022). Continuous improvement and learning from best practices will contribute to improving education and financial management. The implementation of good governance principles in education financial management is not an instant process but requires commitment, cooperation, and continuous efforts from all stakeholders. Thus, it is

hoped that the education system in Indonesia can be managed transparently, accountably, participatively, effectively, and fairly so that it can provide optimal benefits for improving the quality of education.

**Financial Management in Education.** Financial management is a very important aspect of running an education system. Schools or educational institutions must ensure the use of financial resources effectively, efficiently, and transparently to achieve optimal educational goals.

One of the main components of financial management is financial planning. Financial planning includes budgeting, cash flow projections, and formulating short-term and long-term financial strategies (Hafni & Rahmawati, 2022). A good financial planning process will help organizations allocate resources optimally and avoid financial risks. In addition to planning, financial control is also an important element in financial management. Financial control includes recording, reporting, and monitoring budget usage and financial performance (Yusuf et al., 2022). An effective internal control system will help secure organizational assets and ensure compliance with applicable regulations (Nurdarmasih, 2019).

The financial decision-making process is also an integral part of financial management. Decisions related to investment, financing, and working capital management must be based on comprehensive analysis and careful consideration. Appropriate financial decision-making will support the achievement of organizational goals. Financial management must also pay attention to aspects of compliance with applicable regulations and accounting standards. The preparation of financial reports in accordance with established standards will increase the credibility of the organization and assist stakeholders in making decisions (Antari et al., 2023).

In financial management, transparency and accountability are also principles that must be applied. Organizations must provide financial information that is accurate, accountable, and easily accessible to all stakeholders (Sawir, 2022). It will increase trust and support from stakeholders towards the organization. Effective financial management also requires competent human resources in finance. Training and development of human resource competencies in finance are important to ensure professional financial management in accordance with best practices.

Financial management must also adapt to technological developments and digitalization. The use of an integrated financial information system will increase efficiency, accuracy, and speed in processing financial data (Hafni & Rahmawati, 2022). In addition, financial management must also consider risk management aspects. Organizations must identify, analyze, and manage various financial risks, such as liquidity risk, credit risk, and market risk, to maintain the financial sustainability of the organization.

Effective and efficient financial management is the key to the success and sustainability of an organization. By implementing good financial management principles, organizations can achieve their strategic goals, meet financial obligations, and increase stakeholder trust (Herson A, 2017).

**Principles of Educational Financial Management.** The main principle in educational financial management is transparency. Schools are required to provide complete, accurate, and accessible financial information to stakeholders, such as parents of students, the government, and the general public (Palettei et al., 2021). It will build public trust and accountability in the management of educational funds. In addition to transparency, the principle of efficiency must also be applied. Schools must allocate financial resources carefully, avoid waste, and ensure the use of funds that truly support improving the quality of education. Cost-benefit analysis must be the basis for decision-making (Komalasari et al., 2024).

The principle of fairness is also an important consideration in managing educational finances. Budget allocation must consider the different needs of each school or level of education and provide equal opportunities for students from various economic backgrounds. Accountability is also a principle that must be applied. Schools must be able to account for every use of funds in a transparent and audited manner (Fahri, 2019). A detailed recording system and regular financial reporting are key to implementing the principle of accountability.



Flexibility also needs to be considered in managing educational finance. Schools must have the ability to adapt to changing needs and priorities and be able to allocate funds quickly and appropriately according to the developing situation (Palettei et al., 2021). Stakeholder participation is also important in managing educational finance. Decision-making must involve various parties, including parents of students, school committees, and community representatives. It will increase the sense of ownership and support for school financial policies.

Educational financial management must also pay attention to the aspect of resource development. Schools must strive to find and manage financial sources creatively, not only relying on the government budget but also exploring other legitimate and sustainable funding potentials. These principles must be applied comprehensively in educational financial management (Rohmah & Fatimah, 2017). Educational financial management that applies the principle of good governance will ensure optimal use of funds, improve the quality of education, and maintain public trust in the education system.

In addition to having an impact on improving the quality of learning, good financial management also plays a role in building character and instilling important values taught in schools. Through a transparent and accountable financial system, students can learn about integrity, responsibility, and the importance of wise resource management (Kidd, 1992). In addition, an educational environment supported by a good financial system will create a more conducive learning atmosphere, improve the welfare of educators, and ensure the availability of adequate facilities and infrastructure.

Transparent, accountable, participatory, effective, and equitable management of educational finance not only increases administrative efficiency but also plays a role in building a higher-quality educational ecosystem. A well-managed financial system supports the creation of the next generation, who are better prepared to face future challenges (Ma'ruf & Harmanto, 2020). Therefore, it is important to identify strategic steps that can be implemented to increase the effectiveness of financial management in the world of education.

The realization of a more efficient and transparent education financial system so that it can support the improvement of education quality in a sustainable manner. In addition, with improvements in financial management, it is hoped that schools can be more independent, innovative, and adaptive in facing changes in the times and the demands of an increasingly complex world of education (Shofiul, 2018).

## CONCLUSION

Based on an in-depth analysis of various literature sources, the application of good governance principles in educational financial management still faces several challenges and problems. Although there are efforts to apply the principles of transparency, accountability, participation, effectiveness, and fairness, their implementation has not been fully optimal.

In terms of transparency, there are still limitations in the provision and accessibility of educational financial information for stakeholders. An inadequate financial reporting system is also an obstacle to realizing transparency in the management of educational funds. Meanwhile, the implementation of the principle of accountability still faces problems related to the accountability of financial management, both internally and externally. Ineffective audit and control mechanisms are one of the inhibiting factors in realizing accountability in the management of educational finance.

Stakeholder participation, such as parents, school committees, and the community, in the decision-making process related to the management of education finance, is also still limited. The lack of involvement and active involvement of stakeholders is a challenge in implementing the principle of participation. In terms of effectiveness, the use of education funds is not fully in accordance with educational priorities and objectives. There are still inefficiencies and mismatches between planning and the realization of the use of the education budget.

The principle of justice in the management of education finance has also not been achieved optimally. There are still gaps in access and utilization of education financial resources, as well as the uneven distribution of the education budget.

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