

Strategic Financing Management in an Islamic Educational Institution: A SWOT-Based Case Study of *Rumah Tahfidz Qur'an Al Harun*

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Abstract: This study aims to formulate financing management strategies in Islamic educational institutions, specifically at Rumah Tahfidz Qur'an Al-Harun, using a SWOT analysis approach. The analysis explores the strengths, weaknesses, opportunities, and threats in the institution's financing management. The findings indicate that the institution's dependency on family donors is a major weakness, while the loyalty of family donors represents a strength that needs to be maximized. The study also identifies significant opportunities to expand external networks and diversify funding sources, which can strengthen the institution's financial stability. The recommended strategies include diversifying funding sources, implementing technology-based budget management, and enhancing human resources capacity in financial management. By consistently applying the results of the SWOT analysis, Rumah Tahfidz Qur'an Al-Harun is expected to develop a sustainable and adaptive financing system in response to ongoing changes.

Keywords: Financing management; Rumah tahfidz qur'an; SWOT analysis; Funding sources; Financial sustainability.

INTRODUCTION

Efforts to improve the quality of human resources Indonesia are carried out through the education process. This process aims to develop intelligent individuals with skills and better lives so they can socialize well within society

and become self-reliant, ultimately benefiting them and others more broadly. Aligned with this vision, the government implements various policies to provide equitable and quality education. In carrying out these efforts, the government collaborates with all societal and private sector elements to achieve these goals. Therefore, providing quality education is the responsibility of all elements (Sumanti, 2024).

In educational management, financing is one of the various resources that directly support its effectiveness and efficiency. Schools are required to manage data transparently by planning, implementing, evaluating, and being accountable for it. In the implementation of education, one of the most crucial elements is educational financing. The quality of education in this study refers to the capability of the educational system to manage and process education in a quality and effective manner to increase added value and produce quality outputs (Habibullo Habib et al., 2023). In efforts to improve the quality of education in Indonesia, it does not solely rely on management aspects but also depends on financing elements (Nasir, 2022).

Enhancing the quality of human resources in Indonesia is primarily achieved through the education system. The goal of education is to cultivate knowledgeable individuals equipped with skills and capabilities that enable them to improve their quality of life (Ainissyifa, 2019). With these competencies, individuals are expected to integrate effectively into society, become self-sufficient, and make positive contributions not only to themselves but also to their communities (Ma'arif, 2017). To realize this objective, the government enacts various policies aimed at ensuring education is accessible, equitable, and of high quality.

In the context of educational management, financing plays a crucial role as a key resource that directly influences the system's effectiveness and efficiency (Tanzeh, 2021). Schools must manage their financial resources transparently by engaging in meticulous planning, execution, evaluation, and accountability. Effective financial management allows schools to optimize teaching and learning activities. Therefore, financing transcends administrative duties and serves as a strategic element in efforts to improve educational quality (Wasiaturrahma, 2020).

Improving education quality in Indonesia depends not only on sound management practices but also on robust financial backing. Sufficient and well-targeted funding enables educational institutions to invest in teacher training, infrastructure, learning materials, and technology integration. Consequently, the progress of the education system relies on the harmonious interaction between

efficient management and sustainable financial policies, which together underpin a high-quality education framework.

Building on this foundation, it is important to recognize that educational financing plays not only a supportive role but also a decisive one in preparing quality human resources through school education (Ayub, 2024). Nearly all educational efforts rely on funding, as without it, the teaching and learning process cannot function effectively. Therefore, educational financing must be managed carefully, taking into account principles of transparency, efficiency, and accountability (Elmahgop, 2025).

Moreover, effective financial management in education is not the sole responsibility of the central government. It requires collaboration between multiple stakeholders, including local governments and the community at large. This shared responsibility ensures that funding is not only sufficient but also appropriately allocated to meet the diverse needs of the education sector across regions. Educational financing management also needs to consider several principles (Wekke, 2019). The responsibility of the government and local governments is to provide educational budgets based on the principles of equity, adequacy, and sustainability (Martiana, 2018). Financial management is the core of financial activities, playing a central role in ensuring the operational continuity and sustainable growth of an organization. In an era of evolving economic uncertainty, it is crucial for education, businesses, public entities, and even individuals to have a strong understanding of effective financing strategies (Ismal, 2022).

A research study must be relevant to previous studies in order to gain insights and references that have already been applied. In addition, this is to avoid any duplication in the current study. Therefore, the researcher found several previous studies that are relevant to this research, as follows: The study conducted by Muhammad Yusuf (2023) The study titled “Educational Financing Management to Improve the Quality of Education (A Study of SMA Negeri 1 Kualuh Hilir Subdistrict, North Labuhan Batu Regency)” explains that issues within educational institutions related to educational financing management include limited funding sources, delayed program financing, and the lack of alignment with the institution's vision, mission, and policies as outlined in the strategic plan. On one hand, educational institutions need to be managed well (good governance), ensuring they remain free from various deviations that could harm education. According to the researcher's view, high schools that rely solely on government funding for their financing will face many problems, which negatively impact the quality of the school. A solution to this issue is to create educational development programs funded by the community to improve the quality of education.

This is aimed at advancing school programs and minimizing issues related to the quality of the school. The results of this study explain that to improve the quality of education at Senior High School 1 of Kualuh Hilir, a strategy for planning, implementing, and evaluating educational financing based on public accountability principles is required. The funding for education management is a shared responsibility between the Government, Local Government, the Community, and Parents. The majority of funding comes from the government, including School Operational Assistance funds. The control system at Senior High School 1 of Kualuh Hilir uses internal control, which is supervised by the Branch of the Education Office of Tanjung Balai City, North Sumatra Province, for government-sourced funds. Meanwhile, the internal control sourced from the community is carried out by the student's guardian and is used for the improvement of teacher quality.

The study conducted by Nurhalimah et al. (2024) titled "The Headmaster's Strategy in Educational Financing Management at MTs Mathla'ul Huda Cikande Karawang" explains that the headmaster's strategy in educational management plays a crucial role in determining the success of an educational institution, including in areas such as financing, curriculum, and human resource development. At MTs Mathla'ul Huda Cikande-Karawang, the headmaster adopts various strategic approaches to ensure that educational goals are achieved optimally, particularly in terms of effective financing management. One of the main strategies implemented is detailed and needs-based financial planning. The headmaster, together with the school management team, prepares the School Activity and Budget Plan (RKAM) every academic year, taking into account priority programs that support the improvement of learning quality and school infrastructure. In this process, the headmaster involves various stakeholders, including teachers, the school committee, and parents, to ensure that the budget plan is aligned with actual needs and can be accounted for. The results of this study show that the headmaster's strategy in educational financing management at MTs Mathla'ul Huda Cikande-Karawang plays a very important role in ensuring the operational success and achievement of educational goals. Through structured and needs-based financial planning, the headmaster is able to identify priorities that must be met to support the learning process and the development of the school.

The management of funds is carried out with the principles of transparency and accountability, ensuring that every receipt and expenditure is properly recorded and reported, thereby building trust among all stakeholders. The headmaster also conducts strict supervision and regular evaluations of fund usage to ensure the efficiency and effectiveness of financial management. This not only helps minimize the potential misuse of funds but also enhances the

quality of education provided to students. In addition, by involving various parties in the budget preparation and financial decision-making process, the headmaster has successfully created an inclusive and responsive financial management system that meets the school's needs. Overall, the strategies implemented by the headmaster at MTs Mathla'ul Huda have successfully ensured that the available funds are used optimally to support innovative and sustainable educational programs. Ultimately, this contributes to improving the quality of education at MTs Mathla'ul Huda, producing graduates who are high-quality, competitive, and ready to face future challenges.

The study conducted by Khaqiqi et al. (2025) titled "The Perspective of Financing in Improving School Performance (Case Study at SMA IT Cordova 3 Tangerang Regency)" explains the importance of a systematic planning process in educational financing management. The steps taken by the Arroyan Cordoba Foundation reflect an effective financial management approach, emphasizing that planning is one of the fundamental functions in management. In this context, the foundation's plenary meeting, as the initial stage of the planning process, aims to establish a strong foundation for formulating educational financing strategies. The findings of this study state that the financing planning at the Arroyan Cordoba Foundation demonstrates the application of a systematic and participatory strategy. The implementation of educational financing at this foundation adheres to the principles of efficiency and effectiveness, where fund allocation is directed to support strategic programs. The foundation conducts regular monitoring and evaluation to ensure that the budget usage aligns with strategic objectives. A well-designed and managed financing system has had a positive impact on the foundation's performance. In the research conducted by this researcher, a new aspect is introduced regarding the Strategy of School Financing Management Based on SWOT Analysis.

This study is important to determine the strategies needed in financing management within educational institutions. The difference between this study and previous studies lies in the research title, which explains the Strategy of Islamic School Financing Management Based on SWOT Analysis: A Case Study at Rumah Tahfidz Qur'an Al-Harun. Additionally, the differences in research findings relate to the topic and include findings on Islamic School Financing Management, SWOT Analysis in Islamic School Financing Management, Short-Term Development Strategies to Optimize Islamic School Financing Management, and Recommendations for Strengthening Financing Management Strategies Based on SWOT Analysis Results at Rumah Tahfidz Qur'an Al-Harun. Therefore, with the implementation of the Strategy of Islamic School Financing Management Based on SWOT Analysis, it is hoped that educational institutions in general and Islamic educational institutions in particular, can

effectively manage the financing they receive, whether from the institution itself, the community, or the local or central government.

RESEARCH METHODOLOGY

This study uses a qualitative approach with a case study type. The researcher chose this approach in order to explore the case raised in real life and in accordance with the realities in the research field. The qualitative approach is used because the study aims to deeply explore the financing management process, including internal and external factors that influence it, which cannot be measured quantitatively. This approach is conducted by interviewing those who have authority in financing management to obtain valid or natural data that is not fabricated. Therefore, as explained, in this research approach, the researcher conducts interviews and observations by directly asking those who have authority and rights over management policies in the research field to explore the focus of the research being studied.

Based on the chosen approach, the researcher uses a case study type in this research. This is because the researcher wants to explore and delve deeply into the raised case, focusing on a single research location. As explained in research theory, a case study is a type of research conducted comprehensively and in-depth on a case that focuses on a single research location. The location that is the focus of this study is Tahfidz Qur'an House Al-Harun. The selection of Tahfidz Qur'an House Al-Harun as the research location is based on the unique characteristics of this institution in implementing a systematic and structured financing management method.

This Tahfidz Qur'an House is known for its success in providing scholarships or free funding to students so they can focus more on producing students who are not only able to memorize the Qur'an well but also master the sciences of Tajwid and Tartil. Furthermore, based on the research objectives, both primary and secondary data sources were selected to complement the data needed for this study. The primary data source in this study consists of informants chosen using the snowball sampling technique. Meanwhile, secondary data sources come from direct input by the researcher and the processing of data from documentation studies. The informants in this data source include the Tahfidz Qur'an House Al-Harun management, teachers or mentors, and students currently participating in Tahfidz Qur'an House Al-Harun.

The data collection stage in this study is carried out in two steps. The first step involves interviewing the informants, and the second step is a documentation study by collecting data in the form of documents or photos

related to the research objectives. Data collection through these two stages is conducted to complement each other and provide the necessary information related to the raised case. Interviews are conducted in a closed manner, meaning the researcher conducts interviews with a prepared interview guide before going to the research location. This guide includes the research focus represented in the form of a list of questions to be asked to the informants. Additionally, the researcher also creates an observation and documentation guide so that when at the research location, the researcher knows what data needs to be collected for the study.

Data analysis is technically carried out by adapting expert opinions, which state that there are four stages of qualitative data analysis that must be conducted. First, the data collection stage, where the researcher seeks and collects data directly at the research site. Next, the second stage is data condensation, which involves summarizing all data and coding each data obtained. The third stage is data presentation, which involves presenting the data according to the classification carried out in the second stage. This step is performed to make it easier for readers to understand the narratives obtained. The final or fourth stage is data verification or conclusion drawing. The classified data will be crystallized and concluded. This conclusion is the answer to the research objectives that have been set.

Moreover, to ensure the accuracy of the data obtained, a data validation check is also conducted. This validity check is very important in qualitative research because it serves as an evaluation of the truth of the data collected. The validity of the data is checked using a credibility test through data triangulation and member check (re-checking with informants).

RESULTS AND DISCUSSION

Financial management in Islamic educational institutions plays a crucial role in improving the quality of education, supporting operations, and achieving the institution's goals (Mukhlisin, 2022). The organized management of finance allows institutions like Rumah Tahfidz Qur'an Al-Harun to develop continuously, in line with the principles of trust (amanah) and accountability in Islam. In accordance with the financial management theory (Puruwita, 2018), it broadly covers the functions of planning, organizing, implementing, and monitoring and evaluating. These four functions are essential for educational institutions to implement. In this paper, data collected through interviews, observations, and document studies show how Tahfidz Qur'an House Al-Harun implements financial strategies to support its educational activities, and how the institution responds to various internal and external challenges.

Research Findings

In this section, the findings that support the writing theme will be interpreted to describe the financial management strategy, analyze internal and external challenges, identify short-term financial management development plans, and provide recommendations for strengthening the financial management strategy based on the SWOT findings at Rumah Tahfidz Qur'an Al-Harun. In this paper, the analysis of financial strategies is focused on two main aspects. First, Islamic School Financial Management, which includes planning, organizing, implementing, as well as monitoring and evaluating financial management. Second, SWOT Analysis on Islamic School Financial Management, which aims to analyze the strengths, weaknesses, opportunities, and threats faced by the institution in managing its finances. By focusing the writing results on these two aspects, it is hoped that the analysis can be conducted comprehensively, resulting in effective and implementable recommendations.

Table 1. Aspects, Indicators, and Sub-indicators of Writing

Aspect	Indicator	Sub-indicator
School Financing Management	Financing Planning	Budget preparation process
		Funding sources
	Financing Organization	Financial governance structure
	Financing Implementation	Budget usage mechanism
	Financing Supervision and Evaluation	Reporting and monitoring system
SWOT Analysis on Islamic School Financing Management	<i>Strength</i>	Internal strengths of the institution
	<i>Weakness</i>	Internal weaknesses of the institution
	<i>Opportunities</i>	External opportunities for the institution
	<i>Threats</i>	External threats to the institution

The informant in this writing is the Head of Tahfidz Qur'an House Al-Harun as the primary data source. The Head of Rumah Tahfidz plays the role of a strategic decision-maker who determines the financial policy direction of the institution. This is similar to the role of the head of a madrasah, who also makes

strategic decisions in managing the institution's finances (Hakiman, 2019). As a leader, in addition to being responsible for managing financial resources, the Head of Tahfidz Qur'an House also holds the primary responsibility for overseeing and ensuring transparency in fund management. They act as a liaison with external parties, such as donors and the community, to expand funding networks. These roles are crucial for the Head of Tahfidz Qur'an House to ensure the institution's financial stability while promoting long-term sustainable development.

Based on the results of the interview, the financial management at Tahfidz Qur'an House Al-Harun is managed internally by the family. In line with what was stated by the Head of Tahfidz Qur'an House, he mentioned:

“In managing finances, Tahfidz Qur'an House Al-Harun involves all the foundation administrators. Alhamdulillah, this foundation is managed by the extended family, which is one lineage from Mr. H. Harun and Mrs. Hj. Qowiyah. From funding to the use of funds, it is directly managed by the family.”

In this case, all aspects of financing, from sourcing funding, budget management, to the implementation of funds for daily operations, are managed by the family, even though the context is a foundation. This family-based approach allows flexibility in decision-making but also presents its own challenges in ensuring transparency and accountability in financial management.

To deepen the findings from the interviews conducted, the writer carried out observations using a Likert scale. This approach aims to objectively assess how well the financial management at Tahfidz Qur'an House Al-Harun aligns with the principles of financial management in Islamic educational institutions. The observation includes various indicators, such as financial planning, organization of finances, implementation of finances, and financial monitoring and evaluation, as well as an analysis of internal and external challenges. The results are expected to strengthen the qualitative findings and provide an objective overview in measuring the alignment of financial management in this institution. The measurement results are as follows.

Table 2. Evaluation Criteria

Score	Category
1	Not Suitable
2	Slightly Suitable
3	Suitable
4	Very Suitable

Table 3. Evaluation Description

Average Value Range	Category	Evaluation Description
1.00 – 1.75	Not Suitable	Does not reflect the indicator being measured, requires significant improvements.
1.76 – 2.50	Slightly Suitable	Reflects the indicator to some extent but still has many shortcomings that need improvement.
2.51 – 3.25	Suitable	Most indicators are suitable, but there are still several aspects that need improvement.
3.26 – 4.00	Very Suitable	Fully reflects the indicators being measured, demonstrating an ideal condition.

Table 4. Observation Results Using Likert Scale

Aspect	Indicator	Average Score	Category	Total Average per Aspect
School Financial Management	Financing Planning	4.00	Very Suitable	3.37 (Very Suitable)
	Financing Organization	3.50	Very Suitable	
	Financing Implementation	4.00	Very Suitable	
	Financial Monitoring & Evaluation	2.00	Slightly Suitable	
SWOT Analysis on Financial Management of Islamic Schools	<i>Strength</i>	3.00	Suitable	2.50 (Suitable)
	<i>Weakness</i>	3.00	Suitable	
	<i>Opportunities</i>	1.00	Slightly Suitable	
	<i>Threats</i>	3.00	Suitable	
Total Average Score		2.93	Suitable	

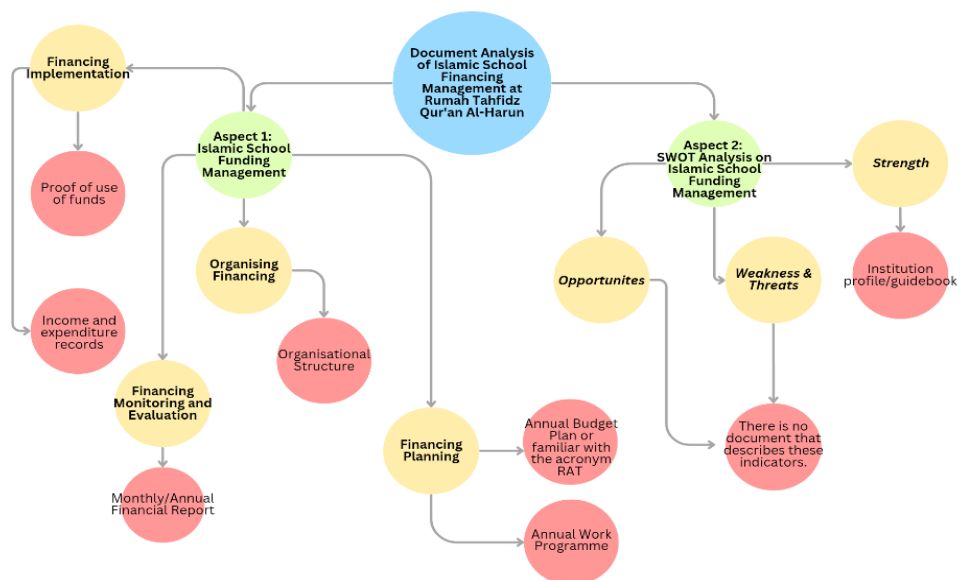
Based on the observation results in the table above, the total average score for financial management at Tahfidz Qur'an House Al-Harun is 2.93,

categorized as "Suitable." This result indicates that, overall, the financial management in this institution has reflected fairly good practices, although there is still room for improvement in some indicators. To break it down further:

First, in the aspect of Islamic School Financial Management, the average score is 3.37, categorized as "Very Suitable." This shows that the financial management practices are running well and reflect effectiveness and efficiency in managing funds. Second, the aspect of SWOT Analysis in Islamic School Financial Management received an average score of 2.50, categorized as "Suitable." This reflects the presence of challenges that still need attention, especially in optimizing opportunities.

In addition to interviews and observations, document studies were also conducted to obtain in-depth data on financial management in Islamic schools at Tahfidz Qur'an House Al-Harun. The writer analyzed several documents related to financial management, such as the Annual Budget Plan (RAT), annual work programs, organizational structure, proof of fund usage, income and expenditure records, monthly/annual financial reports, and institution profiles/handbooks. The connection of these documents to the two aspects studied is shown in the following diagram.

Figure 1. Analysis of Documentation Study Results



The research findings will be grouped into subtopics, starting with Islamic school financial management, SWOT analysis of financial management in Islamic schools, and the strategy for developing school financial management.

Islamic School Financial Management

The aspect of Islamic school financial management in this study highlights several indicators that form the main functions of financial management. These indicators include financial planning, financial organization, financial implementation, and financial supervision and evaluation. These four indicators play an essential role in ensuring the effectiveness of the institution's financial management, from the process of budgeting and determining funding sources, organizing the distribution of tasks and responsibilities for managing funds, to ensuring that funds are used in accordance with the planned budget. Moreover, supervision and evaluation are also needed to assess the effectiveness of fund utilization and identify potential improvements in the financial management system (Hamid, 2020). Thus, effective financial management can maintain the financial stability of the institution, as well as ensure the sustainability of the educational mission at Tahfidz Qur'an House Al-Harun is carried out optimally.

The financial planning at Tahfidz Qur'an House Al-Harun is carried out through a consultation with all foundation administrators. This consultation discusses the process of preparing the funding sources. In line with the statement of the Head of Tahfidz Qur'an House Al-Harun, who explained that: "In the financial planning at Tahfidz Qur'an House Al-Harun, it has been planned and discussed well with all the foundation administrators. All the foundation's funding is also covered by the family members of the foundation, which consists of eight children and also from Mrs. Hj. Qowiyah herself, with each contributing IDR 1,000,000 (one million rupiahs), totaling IDR 9,000,000 (nine million rupiahs) per month."

This approach reflects the financial independence of the foundation, where all operational needs of the foundation are adequately met without relying on external funding sources. However, this family-based financing system must uphold a high level of transparency and accountability. This is aimed at ensuring long-term sustainability, as well as encouraging active participation from all family members in maintaining the institution's financial stability.

In the indicator of financial organization, Tahfidz Qur'an House Al-Harun involves only the Foundation Chairperson, Treasurer, and the Head of Tahfidz Qur'an House. The Foundation Chairperson has full authority in organizing all the funds owned by the institution. The Treasurer then administers the budget, and operationally, the allocation of funds is carried out by the Head of Tahfidz Qur'an House. This is in line with what the Head of Tahfidz Qur'an House stated: "The Chairperson of the foundation is responsible for receiving funds from donors to ensure the money received

aligns with the agreement. The Chairperson is also responsible for approving requests for additional funding from Tahfidz Qur'an House Al-Harun. The Treasurer's duty is to record the income and expenditure of funds, as well as to store the money that has been received by the Chairperson from the donors. As for the allocation of funds for the operation of Tahfidz Qur'an House, it is entirely my responsibility."

Thus, the financial organization at Tahfidz Qur'an House Al-Harun is carried out in a structured manner, involving three key parties: the Foundation Chairperson, the Treasurer, and the Head of Tahfidz Qur'an House. This indicates a clear division of tasks, so each party can focus on their respective roles in supporting the continuity of the financial management at Tahfidz Qur'an House Al-Harun.

The implementation of financial management at Tahfidz Qur'an House Al-Harun is prioritized for fulfilling teacher salaries and operational needs of the institution. The budget management mechanism begins with the receipt of funds by the Foundation Chairperson, which are then handed over to the Treasurer for recording and administrative management. The funds are then given to the Head of Tahfidz Qur'an House, who is responsible for allocating the budget according to needs, including teacher salaries and daily operational expenses. The Head of Tahfidz Qur'an House stated:

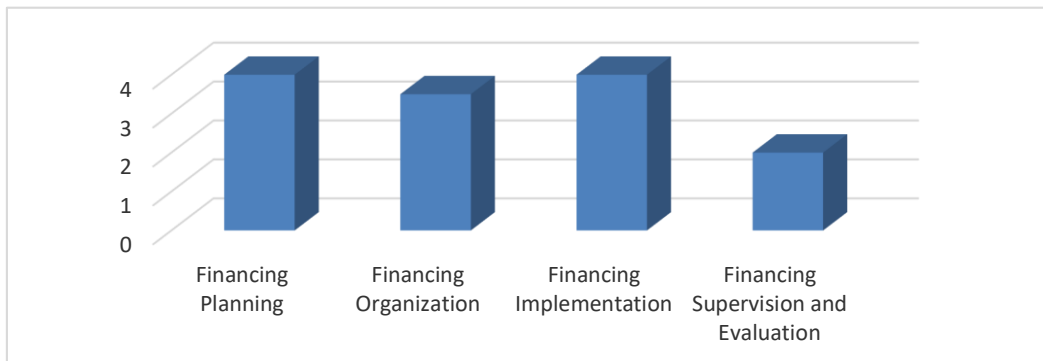
"Donors collect funds through the foundation chairperson, who then hands it over to the treasurer, and the treasurer submits the funds to the Head of RTQ to be allocated according to the budget. The priority is teacher salaries." This approach ensures that every incoming fund is managed in a structured and targeted manner, thereby supporting the continuity of the learning activities at Tahfidz Qur'an House Al-Harun.

Furthermore, regarding financial supervision and evaluation, the Head of Tahfidz Qur'an House Al-Harun routinely reports the cash flow via the Foundation's WhatsApp Group. This allows all foundation members to monitor the financial condition transparently and accurately, while the treasurer can record the finances in real-time, ensuring that each transaction is well-documented and in line with the agreed budget. Thus, Tahfidz Qur'an House Al-Harun does not conduct specific audits or evaluations since budget usage and reporting are carried out transparently. This aligns with the statement from the Head of Rumah Tahfidz: "The Head of Tahfidz Qur'an House Al-Harun provides financial reports sent via the Foundation's WhatsApp Group so everyone can see them, and then the treasurer consolidates these reports. We do not have special audits or evaluations because the expenditures have already

been agreed upon and are known by all foundation members, and it is very rare to experience a financial deficit."

Thus, this approach not only strengthens accountability but also facilitates coordination among the managers in making appropriate financial decisions.

Figure 2. Diagram of Management Aspects of Islamic School Financing



Based on the observation results, the indicators of financial planning and implementation both received a score of 4 with the criterion "Very Appropriate." In terms of financial planning, the institution has an Annual Budget Plan (RAT) document, supported by systematically recorded funding sources. The financial implementation is also carried out with good administration, and the budget distribution is in line with the established plan. Regarding the financial organization indicator, Tahfidz Qur'an House Al-Harun received a score of 3.5 with the criterion "Very Appropriate." This is evident from the Foundation Chairperson's disciplined approach to organizing financial management tasks, both in written and verbal communication directly conveyed to the responsible parties. However, the institution's organizational structure does not yet have publicly accessible information. Furthermore, for the financial supervision and evaluation indicator, a score of 2 with the criterion "Less Appropriate" was obtained due to the absence of a formal evaluation and financial audit mechanism, even though financial reporting is regularly conducted at specific intervals.

Therefore, it can be concluded that the financial management at Tahfidz Qur'an House Al-Harun is generally well-executed, especially in terms of planning and implementation. The existence of an Annual Budget Plan document and systematically recorded budgeting show that the institution has a strong foundation in planning and managing its finances. However, although the

financial organization has also received positive evaluation, there is still a need for improvement in terms of transparency regarding the organizational structure to ensure better accountability.

Furthermore, the aspect of financial supervision and evaluation remains a weak point that requires special attention, as the absence of a formal evaluation and financial audit mechanism could pose risks to the institution's financial sustainability in the future. Therefore, strategic steps need to be taken to strengthen the supervision system and improve the organizational structure to ensure more transparent and accountable financial management.

In order to accommodate the four main indicators of Islamic school financial management, Tahfidz Qur'an House Al-Harun documents various aspects of the institution's financing to ensure transparency and accountability. Based on the results of the documentation study, the institution possesses an Annual Budget Plan and annual work programs that detail the financial planning systematically. The institution also has an organizational structure to support more effective financial organization. As a form of accountability in financial implementation, the institution administers cash flow with proof of fund usage (receipts, invoices, and bills), as well as records of income and expenditures. Monthly/annual financial reports are also maintained by the institution as tools for evaluating the transparency of budget usage.

Thus, the documentation owned by Tahfidz Qur'an House Al-Harun is one of the efforts in implementing systematic and accountable financial management, although improvements are still needed in terms of evaluation and financial audits to ensure the effectiveness of fund management in the long term.

SWOT Analysis of Financial Management in Tahfidz Qur'an House Al-Harun

The SWOT analysis aspect of financial management in Tahfidz Qur'an House Al-Harun in this study highlights the indicators that represent both internal and external challenges for the institution. These indicators consist of Strengths, Weaknesses, Opportunities, and Threats. In the financial management of Tahfidz Qur'an House Al-Harun, a key strength lies in its funding sources. This is in line with the statement from the Head of Tahfidz Qur'an House, who said:

"This foundation is owned by the family, funded by the family, and managed by the family. Since the donors are still part of the family and the management is still from the family, the trust is higher compared to if it were managed by outsiders. In this way, donations from donors will continue. If there

is any misuse of funds by the managers, it is not the donors who will stop giving, but the errant manager who will stop and be replaced."

Thus, the main strength in the financial management of Tahfidz Qur'an House Al-Harun lies in the stability of its funding sources, which come from the extended family of the foundation. This family-based funding structure provides advantages in terms of trust and funding continuity, as the close familial relationship minimizes the risk of declining donations.

However, relying solely on donations from family members brings its own weaknesses. For example, if one of the donors faces financial difficulties, Tahfidz Qur'an House Al-Harun will experience a shortage of funds. While this issue can sometimes be addressed by other donors contributing more than usual, dependence on a single source of funding can create long-term financial instability. The Head of Tahfidz Qur'an House explained:

"When a donor is facing financial challenges, other donors will step in to help first. However, when there are incidental events organized by Tahfidz Qur'an House Al-Harun that require significant costs, the foundation and donors often cannot afford them. When limitations occur, Tahfidz Qur'an House Al-Harun provides opportunities for the parents of the students who are willing to contribute to the success of the event or program."

Therefore, diversifying funding sources becomes a strategic step that needs to be considered, such as partnering with local Muslim communities, seeking corporate sponsorships, or even utilizing crowdfunding platforms to ensure the institution's financial sustainability in the long term.

External funding opportunities for the institution come from family acquaintances or distant relatives. This network is built through intensive communication and strong social ties, which indirectly expand the scope of potential donors. In line with the statement from the Head of Tahfidz Qur'an House, who mentioned:

"The opportunity that can be utilized comes from family friends or distant relatives. The institution will create pamphlets as an invitation to participate, especially for sudden events that require significant funding."

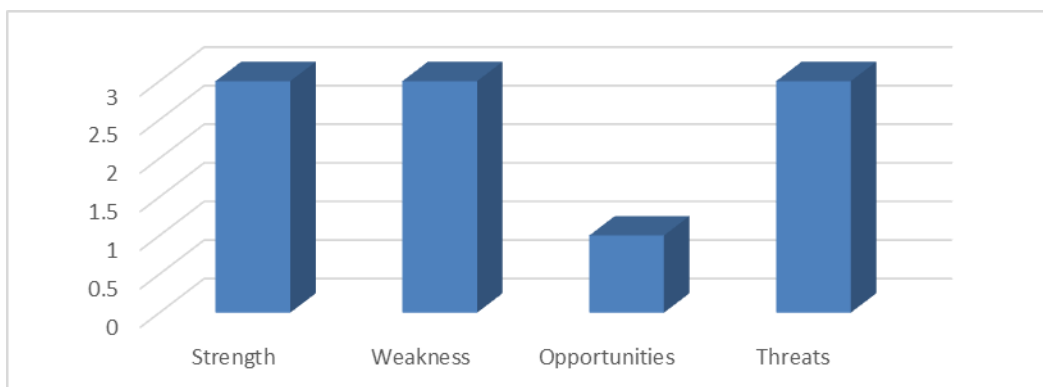
This personal approach can create a closer relationship and potentially lead to sustainable financial support, as it is based on trust and emotional connections. However, to maximize this potential, the institution needs to expand its network beyond the internal family by strengthening its presence in the local community and utilizing social media as a promotional and communication tool with potential donors.

A threat to the funding sources at Tahfidz Qur'an House Al-Harun arises from the inconsistency of one of the regular donors in providing funds. Although this issue can be addressed by other donors contributing more, it remains a serious threat due to the high dependency on this particular funding source. This is in line with the statement from the Head of Tahfidz Qur'an House, who said:

"One of the nine regular donors is not consistent in providing donations according to the agreement. Often, other donors have to step in to ensure that the foundation's income remains stable. The foundation reminds this donor of their commitment."

In the long run, this could become a serious problem, especially if some of the major donors face financial difficulties or decide to stop their donations. The institution's financial stability could be significantly disrupted. Therefore, it is necessary to consider strategies to expand the donor base and build a reserve fund as a risk mitigation measure.

Figure 3. SWOT Analysis Diagram on Financial Management in Schools



Based on the results of the observation, the indicators of strength, weakness, and threats scored 3 with the criteria of "suitable." In terms of financing management, the institution's ownership of regular donors becomes a distinct strength. This can ensure a sustainable funding source to support daily operations and ongoing learning activities. The institution's weaknesses are quite prominent, as evidenced by its high dependence on family donors, which poses a risk if the family's financial condition changes. Furthermore, threats may arise as Tahfidz Qur'an House Al-Harun appears to rely on a single funding source. Meanwhile, the opportunities indicator scored 1 with the criteria of "not suitable," as seen from the institution's minimal efforts to expand the donor network beyond the immediate family circle. Therefore, efforts to broaden the

donor network and build strategic partnerships need to be strengthened so that the institution does not solely rely on a single funding source.

Based on the results of the documentation study, the SWOT analysis aspect of financing management at Tahfidz Qur'an House Al-Harun indicates a gap in the completeness of supporting documents. In the strength indicator, the institution has a profile document that outlines its internal strengths as a family-managed institution with regular donors. However, in the weakness and threats indicators, no documents were found that record financial issues or crisis reports that could be used as evaluation materials. Additionally, in the opportunities indicator, the institution has yet to provide supporting documents such as MoUs or funding assistance letters that could be used to expand its funding network beyond the immediate family circle.

At the end of the interview, the author also asked about strategies for developing financing management in Islamic schools. The questions focused on two aspects: short-term plans and long-term plans. The purpose of these questions was to identify the institution's strategies for optimizing the budget, strategies in case of a sudden decline in revenue sources, long-term financing strategies, and plans to strengthen financial independence. However, up to this point, the institution has not developed any short-term or long-term plans for budget optimization, despite already having a structured financing system. This highlights the need to enhance capacity in strategic financial planning to ensure the institution's operational sustainability in the future.

Discussion

Short-Term Development Strategies to Optimize Financing Management in Tahfidz Qur'an House Al-Harun

Short-term development strategies play a crucial role in financing management for Islamic schools, particularly in addressing the changing operational needs and the dynamic nature of institutional management that continues to evolve (Wahyuningsih, 2020). This is highly relevant for institutions like Tahfidz Qur'an House Al-Harun, which has not yet developed a formal short-term financing plan. With this strategy in place, the institution can strengthen its financial foundation to ensure the sustainability of educational programs, while also building trust among stakeholders regarding the transparency and accountability of budget management (Salleh, 2024).

Expanding funding sources is a strategic step that is essential to reduce dependency on a single source of funds. This is similar to Tahfidz Qur'an House Al-Harun, which relies on family donors. Research on various Islamic educational institutions shows that reaching out to donor networks beyond the

family, such as community groups, alumni, and religious social organizations, can help improve the financial stability of the institution (Mutamimah, 2022). Additionally, conducting structured surveys and communications to identify potential stakeholders can also be an effective way to expand the funding base (Rahman et al., 2024).

Effective budget management is crucial for optimizing the use of available funds at Tahfidz Qur'an House Al-Harun. In this context, the implementation of technology-based financial management systems, such as the Ibad Pay application, has been proven to improve efficiency, transparency, and accountability in financial management at Islamic educational institutions (Doloh, 2023). Furthermore, regular monitoring of budget allocations, whether through manual bookkeeping or computerized systems, is also essential to ensure that funds are used according to the established priorities and to prevent potential misuse (Nurkamiden & Anwar, 2023).

In accordance with contemporary financial practices, the adoption of technology-driven financial management systems has greatly improved financial operations (Adewale, 2019). Technology-based financial management platforms have proven effective in enhancing the efficiency, transparency, and accountability of financial operations in Islamic educational institutions. These tools enable real-time monitoring of income and expenses, simplify reporting processes, and foster trust among stakeholders by ensuring that funds are handled responsibly and comply with Islamic financial principles.

Additionally, regular monitoring and evaluation of budget allocations remain crucial, whether using traditional accounting methods or digital solutions (AL-Hersh, 2023). Periodic financial assessments help verify that spending aligns with established goals and provide opportunities for necessary adjustments. This continuous oversight is vital for detecting and preventing financial mismanagement, thereby upholding the institution's financial integrity and promoting its long-term sustainability (Muhammad, 2024).

Clear and structured financial reports are essential for Tahfidz Qur'an House Al-Harun to maintain credibility in the eyes of donors and the community. By using a financial management information system, transaction recording, financial report preparation, and cash flow analysis can be carried out in an organized manner, making it easier for both internal and external audits (Alshater, 2020). Furthermore, well-maintained documentation allows the institution to provide transparent accountability to stakeholders and simultaneously increases public trust (Widodo et al., 2023).

The capacity building of human resources managing finances at Tahfidz Qur'an House Al-Harun is crucial to ensure better and more efficient fund

management. In this regard, regular training programs on the basics of accounting, financial management, and the use of information technology should be a priority agenda for the institution (Ardi, 2020). With such training, financial managers can improve their skills and knowledge in optimally managing funds (Hakiman, 2019). In addition to training, the institution also needs to provide consultation and technological support so that financial managers can adapt to the ever-evolving economic policies and enhance the efficiency and effectiveness of their work in managing the institution's finances (Junusi, 2021).

Good communication with donors and stakeholders at Tahfidz Qur'an House Al-Harun is a key strategy to ensure sustainable financial support. Approaches that can be implemented include regular study sessions, social events, and the use of social media and digital platforms to expand the outreach of information regarding the institution's needs and developments (Sungkawaningrum, 2022). Structured and transparent communication will strengthen the emotional bond with donors, both from the family and external parties, and increase their loyalty to the institution. In this way, Tahfidz Qur'an House Al-Harun can maintain good relationships with donors and expand the institution's financial support base.

Recommendations for Strengthening Financing Management Based on SWOT Analysis at Tahfidz Qur'an House Al-Harun

Based on the results of the SWOT analysis conducted on the financing management of Tahfidz Qur'an House Al-Harun, it can be concluded that this analysis plays a crucial role in understanding the managerial aspects of financing in Islamic educational institutions (Jati et al., 2024). By using this approach, the institution can evaluate internal strengths, such as the loyalty of family donors, which is one of the main advantages, as well as weaknesses, including a high dependence on a single source of funds. On the other hand, opportunities to expand external networks and diversify funding sources have also been identified, although the institution has not yet maximized this potential. However, the threat the institution faces is the fluctuation in revenue, which could impact operational sustainability, given the high dependence on the immediate family as the sole primary funding source.

The main strength of Tahfidz Qur'an House Al-Harun is the financial stability of the institution. To reinforce financial stability, the institution needs to maximize the potential of these family donors by implementing appreciation programs, providing transparent financial reports, and fostering more intensive communication (Kasdi, 2022). The trust of family donors as the main funding source is crucial to maintain, as this trust serves as valuable social capital in

managing the finances of the Islamic educational institution (Pahlevi Senna et al., 2022).

The high dependence on family donors is a weakness that could threaten the financial sustainability of Tahfidz Qur'an House Al-Harun. Therefore, it is important to diversify funding sources by identifying potential external donors and developing productive business units to support institutional financing (Adnan, 2023). Additionally, it is crucial for the institution to establish emergency funding mechanisms, such as creating a reserve fund or special savings, to anticipate possible financial crises that may arise suddenly (Wani, 2022).

The significant opportunities available can be utilized by expanding the network, both through local communities, alumni, and potential external donors. Forming strategic partnerships with social institutions, companies, and local governments can expand the funding base and improve the sustainability of programs at Tahfidz Qur'an House Al-Harun (Usman, 2023). Strengthening these external relationships could also open access to relevant CSR programs and grants, which could provide critical support in the development of the Islamic educational institution (Imronudin, 2020).

Funding fluctuations are a threat that must be faced with risk mitigation strategies, such as making regular financial projections and preparing sufficient operational reserve funds (Mutamimah, 2022). This reserve fund is crucial for maintaining the operational continuity of the institution, especially in the event of a decrease in income or delayed donations. Furthermore, regular evaluations of funding sources and expenditures can help Tahfidz Qur'an House Al-Harun adapt to changes in the external environment and strengthen the financial resilience of the institution.

All findings from the SWOT analysis should be applied in the planning of sustainable financial development. The strategies developed must carefully consider the strengths, weaknesses, opportunities, and threats to make the financing policies more adaptive and responsive to the changes that occur (Jati et al., 2024). By consistently utilizing the results of the SWOT analysis, Tahfidz Qur'an House Al-Harun can improve its financing policies, strengthen its financial stability, and increase stakeholder trust in the institution's financial management.

CONCLUSION

This study offers a novel contribution by positioning the SWOT framework not merely as a diagnostic tool, but as a strategic financing compass tailored to the unique spiritual and communal context of Islamic educational

institutions. Unlike conventional financial planning models, this approach integrates value-driven decision-making rooted in Islamic principles with practical strategic foresight. The research highlights how Tahfidz Qur'an House Al Harun can transform its financial vulnerabilities into adaptive strengths by cultivating a proactive, vision-based culture of fundraising and resource management. This perspective shifts the focus from reactive budgeting to a sustainable, mission-oriented financing strategy that can be replicated across similar institutions seeking to balance financial resilience with religious integrity.

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