

## Examining Education Management System at a State *Madrasah Aliyah* in Jambi: Concerning Leadership, Budgeting, and Accreditation

Jamrizal

Universitas Islam Negeri Sulthan Thaha Saifuddin, Jambi, Indonesia; jamrizal@uinjambi.ac.id

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### ABSTRACT

In this study, a quantitative investigation is employed to find out the relationship among three pivotal components of the education management system at a state *Madrasah Aliyah* in Jambi, namely its budget, leadership, and accreditation. The IBM SPSS version 27 application is used in this research as the quantitative data analysis method. 91 respondents comprised the study's population, and 46 respondents comprised the sample overall. The respondents were taken by using the sampling technique known as *accidental sampling* to establish the research sample. In this investigation, the t-test, F test, and coefficient of determination test were all run. The findings of this study show that: 1) accreditation has a large impact on education management; 2) leadership has a significant impact on education management; and 3) budgeting has a substantial impact on education management. and 4) Accreditation, Leadership, and Budgeting simultaneously have a significant effect on Education Management.

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### Corresponding Author:

Jamrizal

Universitas Islam Negeri Sulthan Thaha Saifuddin, Jambi, Indonesia; jamrizal@uinjambi.ac.id

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## 1. INTRODUCTION

In an educational institution, the role of education management is very important for the sustainability and image of the institution, especially at the State *Aliyah Madrasah* in Jambi. In the world of education, school development is an indicator showing that the institution is able to improve its performance and competitiveness against other schools (Núñez et al., 2015). Contextually, the place where the research was conducted is currently considered not optimal in preparing for the accreditation currently owned, namely "A". Where Accreditation, leadership and budgeting are problems that are often faced by educational institutions. The accreditation they expect is not in accordance with the goals set. Then the leadership was unable to bring the school into a superior and competitive school, and budgeting became an obstacle in the development of the school.

Education management is an activity in the form of a process of managing the collaborative business of a group of people within an educational organization, the goal of which is to achieve a predetermined plan (Rahmi et al., 2020). Educational management is an activity and practice linked to an organization or educational institution (Bush, 2000). Educational management is a collaboration between educational individuals to achieve the organisation's educational goals (Suryosubroto, 2004). Education management indicators include 1) The effectiveness of the learning process; 2) Strong school leadership; 3) Effective manpower management; 4) Ownership of school quality culture; and 5) Having a compact, intelligent and dynamic teamwork (Suprihatin, 2017). Therefore, three major elements that are crucial in determining the quality of education management, namely accreditation, leadership, and budgeting, are discussed in this article.

Accreditation is an activity to evaluate program feasibility in an educational unit according to predetermined criteria (McLean et al., 2019). Accreditation is an assessment carried out by external parties in order to provide recognition for the quality of the education being held (Ryan, 2015). Accreditation is a systematic and comprehensive assessment or assessment through self-evaluation activities to determine the appropriateness of school performance, which is carried out on the basis of open criteria (Lessy et al., 2022). Accreditation indicators include 1) Content standards; 2) Process standards; 3) Graduate competency standards; 4) Standards for educators and educational staff; 5) Facilities and infrastructure standards; 6) Management standards; 7) Financing standards; and 8) Assessment standards.

Meanwhile, leadership is the competence of someone who can influence other people and has managerial authority (Gregory et al., 2017). Leadership is a science that can influence many people or groups of people to work together to achieve organizational goals (Widodo, 2018). It is also considered a process carried out by someone to move others, guide, and lead to achieve organizational goals (Sutrisno, 2014). Leadership has four indicators, including: 1) the Ability to make decisions; 2) the Ability to motivate; 3) Ability to control emotions; and 4) Communication skills, a leader who has these indicators in himself, will greatly influence Education Management. In conclusion, this competence is among the required qualities that educators must have.

Talking about budgeting is discussing a plan that has been arranged systematically, covering all activities in a company or organization. Budgeting is a periodic amount unit plan made based on an approved program. It is also a detailed plan regarding acquiring and using financial and other resources within a certain period (Garrison & Noreen, 2007). Thus, this systematic financial plan is another aspect that is very significant to run in an education management system and requires special attention to manage.

The separated issues between the three were already investigated by previous researchers. Accreditation has been widely researched by previous researchers, including Zulnika (2017), Kamal and Rahmadiane (2017), and Hasanah and Kristiawan (2019). Meanwhile, leadership has also been extensively researched by previous researchers, including Phinari and Bernarto (2020), Setiawan (2021). Lastly, budgeting has been extensively researched by previous researchers, including Rizali et al. (2020); Hermawan et al. (2021); Sitepu (2016); and Hajad et al. (2021). Based on the explanations previously, there was little attention given to examining those three elements in a similar scrutiny. Thus, this study is conducted to see the relationship between the three significant components in education management system success under the following formulated Research Hypothesis:

H<sub>1</sub>: Accreditation has a significant effect on Educational Management partially.

H<sub>2</sub>: Leadership has a significant effect on Educational Management partially.

H<sub>3</sub>: Budgeting has a significant effect on Education Management partially.

H<sub>4</sub>: Accreditation, Leadership and Budgeting have a significant effect on Education Management simultaneously.

## 2. METHOD

This study used the Path Analysis method and used the SPSS 27 tool. The population in this study was 91 respondents and a sample of 46 respondents. The respondents were parties working in a state *Madrasah Aliyah* in Jambi.

**Table 1.** Characteristics of Respondents Based on Position and Certification

	Characteristics	Amount	Percentage
Position	ASN	35 persons	76,09%
	Non-ASN	11 persons	23,91%
Certification	Certified	30 persons	65,22%
	Non-Certified	16 persons	34,78%
Total		46 persons	100%

Based on the table of respondent characteristics above, 35 respondents with ASN positions (76.09%) and 11 people with Non-ASN positions (23.91%) were obtained. Then as many as 30 people (65.22%) have been certified and as many as 16 people (34.78%) are non-certified. The sampling technique was conducted by the accidental sampling method. The tests carried out in this study are the t-test, F test and the coefficient of determination. The instruments have been tested for validity and reliability as well as classical assumption tests prior to the major tests (Ali & Limakrisna, 2013).

## 3. FINDINGS AND DISCUSSIONS

### 3.1. Findings

Based on the relevant background, problem formulation, literature review, conceptual framework, and previous research, the researcher discusses this research as follows:

#### 3.1.1. The result of the F Test

**Table 2.** Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	288,874	3	96,291	86,354	,000 <sup>b</sup>
	Residual	28,992	26	1,115		
	Total	317,867	29			

a. Dependent Variable: Education Management System\_Y

b. Predictors: (Constant), Budgeting\_X3, Leadership\_X2, Accreditation\_X1

If the sig value  $< 0.05$ , it means that the independent variable has a significant effect on the dependent variable. Based on the table above results, a sig value of  $0.000 < 0.05$  is obtained. So the independent variable has a significant effect on the dependent variable simultaneously. This means that Accreditation, Leadership and Budgeting simultaneously significantly affect Education Management. Based on the results of the SPSS 27 output above, the calculated F value is  $86.354 > 10.00$ . So Accreditation, Leadership and Budgeting have a significant effect on Education Management simultaneously.

### 3.1.2. The Result of t-Test

**Table 3. Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-10,627	3,059		-3,474	,002
Accreditation_X1	,357	,156	,231	2,295	,030
Leadership_X2	,438	,115	,364	3,802	,001
Budgeting_X3	,568	,112	,459	5,052	,000

a. Dependent Variable: Education Management\_Y

The t-test used a significance value of alpha ( $\alpha$ ) = 5%. The results of the T-test measurements are based on the output of SPSS 27. To obtain the value of t-table =  $(0.05/2) = 0.025$  and  $df = n-k-1 = (46-3-1) = 42$ , the result of the t-table is 2.021.

1. The results of t-count > t-table ( $2.295 > 2.021$ ), and the significance value of alpha ( $\alpha$ ) is 0.030 (<) 0.05. So, Accreditation has a significant effect on Educational Management.
2. The results of t-count > t-table ( $3.802 > 2.021$ ), and the significance value of alpha ( $\alpha$ ) is 0.001 (<) 0.05. So, Leadership has a significant effect on Education Management.
3. The results of t-count > t-table ( $5.052 > 2.021$ ) and the significance value of alpha ( $\alpha$ ) is 0.000 (<) 0.05. So, Budgeting has a significant effect on Education Management.

### 3.1.3. Coefficient of Determination

**Table 4. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,953 <sup>a</sup>	,909	,898	1,056

a. Predictors: (Constant), BUDGETING\_X3, LEADERSHIP\_X2, AKREDITASI\_X1

Based on the model summary table above, the R Square number is 0.909 or (90.9%). This shows that the percentage of contributions to the influence of the independent variables Accreditation, Leadership and Budgeting on the dependent variable Education Management is 90.9%. While  $1-0.909 = 0.091$  or 9.1% is influenced by other variables not examined in this study.

## 3.2. Discussion of Influence Between Variables

Based on the literature review and test results, the researchers discussed the influence of the variables as follows:

### 3.2.1. Effect of Accreditation on Educational Management.

Accreditation has an effect on education management, so what must be done by the management of the Madrasah Aliyah in Jambi City, namely: 1) Improving the quality of leadership: this can be done by means of education and training, as well as leadership seminars; 2) Performance governance: make management regarding performance orientation; 3) Training: is a way that can be used to develop the skills and knowledge of teaching staff. If the school improves the quality of leadership, governance and training performance, it will have an impact on: 1) Graduate competency standards; 2) Standards for educators and educational staff; 3) Standard of facilities and infrastructure; 4) Management standard; 5) Financing standards; and 6) Assessment standards (Lessy et al., 2022).

The results of t-count > t-table ( $2.295 > 2.021$ ) with a significance value of alpha ( $\alpha$ ) of 0.030 (<) 0.05. So accreditation has a significant effect on Education Management. Where accreditation is one that

is usually done by an agency to improve its quality. The aim is to maintain the quality of institutions, increase public trust and gain competitive advantage (Iryani et al., 2021; Kamal & Rahmadiane, 2017; Zulnika, 2017). Accreditation that can be carried out is in the form of improving infrastructure and facilities, improving the quality of teaching staff, increasing the motivation of all the community members involved and programs that can develop and influence the image of the institution (Arsad & Ali, 2021; Hasanah & Kristiawan, 2019; Hidayah & Santoso, 2020). In short, it can be said that accreditation has an effect on education management. This can be interpreted that if school accreditation is successful, then improving the quality of education will also have a good impact. Vice versa, if school accreditation is not running well, it will also have a negative impact on improving the quality of education.

### 3.2.2. The Influence of Leadership on Educational Management

Leadership influences education management, so what must be done by the school in this study is by: 1) Holding leadership seminars, 2) Organizing communication seminars; 3) Organizing activities that can motivate others. If the school can implement 1) Leadership Seminar, it will add insight and knowledge about how to lead and lead; 2) Communication seminars, it can help increase the intensity of communication between school members so that a lot of information will be obtained; and 3) Organizing motivating activities, by bringing in alumni whose careers have been successful or can be used as examples for the school community. Leadership, in this case, greatly determines the effectiveness of educational management, because without the participation of the leaders in the school as the owner of authority, then the implementation of educational management will run less well. Among the roles of leaders in educational management are to design, implement, supervise and evaluate the system.

The results of  $t\text{-count} > t\text{-table}$  ( $3.802 > 2.021$ ), and the significance value of alpha ( $\alpha$ ) is  $0.001 (< 0.05)$ . So Leadership has a significant effect on Education Management. Leadership is one of the conditions in which a person can influence, invite and direct someone according to these goals. Good leadership will certainly affect Education Management (Havidz & Ali, 2017; Mahaputra & Saputra, 2021; Maharani & Saputra, 2021; Putra et al., 2020; Sudiantini & Saputra, 2022). The indicators include: 1) Ability to make decisions; 2) the Ability to motivate; 3) Ability to control emotions; and 4) Communication skills, a leader who has these indicators in himself will greatly influence Education Management.

### 3.2.3. The Influence of Budgeting on Educational Management

Budgeting has an effect on education management, so what must be done by the school is by: 1) Budget planning; and 2) Implementing the budget. If the school can apply 1) Budget planning, they are able to compile and determine budget estimates needed by schools, and 2) implementing the budget, they are able to implement the planned budget to advance the school.

The results of  $t\text{-count} > t\text{-table}$  ( $5.052 > 2.021$ ) and the significance value of alpha ( $\alpha$ ) is  $0.000 (< 0.05)$ . This finding indicates that budgeting has a significant effect on Educational Management (Desmiwerita & Saputra, 2019; Saputra, 2022; Saputra et al., 2019; Saputra & Mahaputra, 2022; Saputra & Saputra, 2021). Budgeting is a plan that has been arranged systematically, with the aim of supporting all operational activities of an agency or organization. Good and planned budgeting will affect the agency or organization itself. The purpose of budgeting management is to obtain and seek opportunities for sources of funding for school activities, so that they can use funds effectively and not violate regulations, and produce transparent and accountable financial reports.

## 4. CONCLUSION

Based on the results of hypothesis testing, with 3 independent variables (accreditation, leadership and budgeting) and 1 dependent variable namely education management. The conclusions of this study are; accreditation has a significant effect on educational management partially, leadership has a significant effect on educational management partially, budgeting has a significant effect on

educational management partially, accreditation, leadership and budgeting influence education management simultaneously. Based on the conclusions above, there are other factors that influence education management besides accreditation, leadership and budgeting, namely, planning, monitoring and evaluation. Future researchers can improve the findings in more elaborated ways by considering other data collection techniques to enrich the data and interpret the results better.

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