



Power Equalizing Model for Financial Equity in Education Based on Islamic Values

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Abstract:

This research explores how the power-equalizing model in educational financial management can increase fund allocation efficiency and transparency by integrating key elements, including stakeholder participation, the use of technology, and innovative economic management strategies. The research method involved interviews with participants, educators, educational managers, and technology developers to identify best practices and challenges faced in implementing this model. The findings show that the power equalizing model in financial management can improve transparency and accountability in fund management. Still, stakeholder coordination and technology adaptation challenges need to be addressed further. The conclusions of this research emphasize the importance of integrating innovative elements in educational and financial management to achieve better efficiency and fair allocation of funds.

INTRODUCTION

Educational and financial management is about fund allocation and budget control and implementing models to reduce the power gap between stakeholders. The power equalizing model in educational financial management teaches a holistic approach considering the parties' interests (Aklilu, 2022; Faiz et al., 2023). In this context, effective financial management focuses on technical aspects, such as budget planning and monitoring, and human aspects, involving active participation and collaboration between all stakeholders (Dakir & Umiarso, 2022; Khotimah et al., 2024; Rosyid et al., 2021). As seen in the power equalizing model, the main goal is to create a fair and equitable financial system that allows equal access to educational resources. Thus, the application of this model can produce financial management that is more transparent, accountable, and responsive to the needs of all parties, including educational institutions, teachers, students, and the wider community.

Many other researchers have studied educational and financial management and applied the power equalizing model. Research on financial management in the academic context is attractive because of the complexity, dynamics, and challenges of creating a fair and transparent system. Research conducted by

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Commission et al (Commission et al., 2021; Marrero-Rodríguez & Stendardi, 2023; Phaenpha & Piatanom, 2024; Teachers & June, 2022; Zuhdi et al., 2024) it was revealed that the power equalizing model could increase transparency and participation in educational and financial management without ignoring the importance of technical and human aspects (Putri, 2024). They found this model could improve fund allocation effectiveness and encourage stakeholder collaboration. However, further research was needed to understand how this model could be integrated with existing financial systems and how it would impact the overall quality of education. Thus, although much research has revealed the benefits of the power equalizing model in educational and financial management, the emphasis on how it can be applied effectively in various educational contexts still needs to be expanded to understand its dynamics and challenges fully.

This study attempts to complement the shortcomings shown in the previous discussion. Previous research has focused on applying the power equalizing model to increase transparency and participation. Still, it has yet to study much about integrating technical and human aspects in educational financial management. Thus, this research seeks to understand how incorporating the principles of justice, transparency, and participation with technical elements in educational financial management can create a more effective system responsive to all stakeholders' needs (Zubaidi, 2024). Implementing a power-equalizing model that considers the interests of all parties can prove this, resulting in fair and equitable financial management (Putri & Herlina, 2024). By applying this approach, this research can fill existing gaps in the literature by providing new insights into how integrating these principles can optimize educational financial management.

This discussion departs from the existence of managerial solutions from a deeper perspective than just a technical approach. In educational and financial management, the strategy often focuses on budget management and achieving efficiency alone, without considering the broader dimensions of justice and participation (Kesson, 2021). However, this research wants to show that the principles of fairness, transparency, and participation in the power equalizing model can provide valuable guidance in forming a more holistic and sustainable managerial strategy (Arik, 2021). This approach emphasizes the importance of the active involvement of all stakeholders and the fair distribution of resources (Kyereh et al., 2023). By integrating these principles into the financial management process, this research aims to explain how a more inclusive and transparent approach can become the basis for educational financial management. With this approach, this research can pave the way for developing financial management strategies that are more based on the principles of justice and deep participation.

RESEARCH METHOD

This research focuses on the implementation of the integration of the principles of justice, transparency, and participation in educational financial management and their impact on the effectiveness and responsiveness of the economic system. The main focus of this research is to identify and analyze how integrating these principles with technical elements in financial management can increase transparency, participation, and fairness in allocating education funds.

This research underlines the importance of a holistic approach that involves efficient budget management techniques and prioritizes active participation and fair distribution to create a financial system that is more responsive to the needs of all stakeholders.

By exploring various aspects of integrating ethical principles in financial management, this research aims to reveal how combining managerial techniques and principles of justice can improve system effectiveness, stakeholder participation, and responsiveness to educational needs. The focus of this research includes an analysis of the application of this strategy in various educational environments and an evaluation of its impact on fairness and transparency in financial management. By understanding the interaction between principles of justice and managerial techniques, this research can provide valuable insights in designing more effective managerial practices and supporting achieving more optimal educational goals.

To examine the implementation of the integration of the principles of justice, transparency, and participation in educational and financial management and their impact on the effectiveness and responsiveness of the financial system, this research uses a qualitative approach with a case study type. This type of case study research uses qualitative methods to analyze the importance of integrating these principles into financial management, increasing transparency, participation, and justice (Islam & Aldaihani, 2022). This research can be carried out by observing in depth the strategies and practices of effective financial management and interactions between stakeholders in the context of education fund management. In this type of case study research, data can be collected through participant observation, in-depth interviews with financial managers, teachers, students, and parents, as well as analysis of documents such as financial reports, budget plans, and evaluation reports to understand how the principles of justice, transparency, and participation are implemented and responded to by various related parties (Truman, 2023). With this approach, research will provide an in-depth understanding of the complex dynamics in educational financial management that supports a more effective financial system responsive to all stakeholders' needs.

FINDINGS AND DISCUSSION

This research focuses on four primary indicators in measuring the success of the Power equalizing model in educational financial management: Effectiveness of the Financial Management System, Responsiveness to Stakeholder Needs, Increasing Financial Transparency, and Strengthening Participation and Collaboration. Based on the results of observations and interviews, applying the principles of justice, transparency, and participation increases the effectiveness and efficiency of financial management (Kesson, 2021; Sanjani, 2024). It builds trust, accountability, and involvement among stakeholders.

Effectiveness of Financial Management Systems

This research found that the effectiveness of the financial management system is strongly influenced by applying the principles of justice, transparency, and participation (Islamiah & Maulidiah, 2024; Njonge, 2023). Mr. Ahmad, Principal, stated, "Applying the principle of fairness in allocating funds makes our financial system more efficient. We can allocate funds to truly needed areas

without any misuse." Observations show that budget allocations are carried out through open meetings involving various parties, and every decision is well documented. This indicates that integrating the principles of justice in fund management has increased the effectiveness of the financial management system. Apart from that, the effectiveness of the financial management system can also be seen from the reduction in misuse of funds and the increase in more targeted use of the budget (Malczewski, 2023). Mr. Ahmad added, "We saw an increase in the efficiency of use of funds after implementing the principles of fairness and participation." Observations confirm that any allocation of funds is discussed openly, and reports on using funds are published regularly (Barfi & Opoku, 2023; Ridlo & Yanti, 2023). Based on these interviews and observations, applying ethical principles in financial management has resulted in a more effective and efficient system.

The effectiveness of the financial management system is also reflected in the improvement in the quality of educational facilities and infrastructure (Jensen et al., 2020). Mr. Ahmad said, "Well-managed funds allow us to improve school facilities, such as libraries, laboratories, and classrooms." Observations show that many new facilities have been built and repaired, and the quality of educational tools students use has increased. This indicates that effective fund management contributes directly to improving the quality of education (Phaenpha & Piatanom, 2024). Furthermore, increased effectiveness can also be seen from increased stakeholder satisfaction. Mr Ahmad stated, "Feedback from teachers, students, and parents shows that they feel more satisfied with managing school funds." Observations confirm increased participation from stakeholders in various school activities, indicating that they feel more valued and cared for (Baharun et al., 2021). From the overall results of interviews and observations, integrating the principles of justice, transparency, and participation in financial management has resulted in a more effective and efficient system and increased stakeholder satisfaction (Mubarok, 2021).

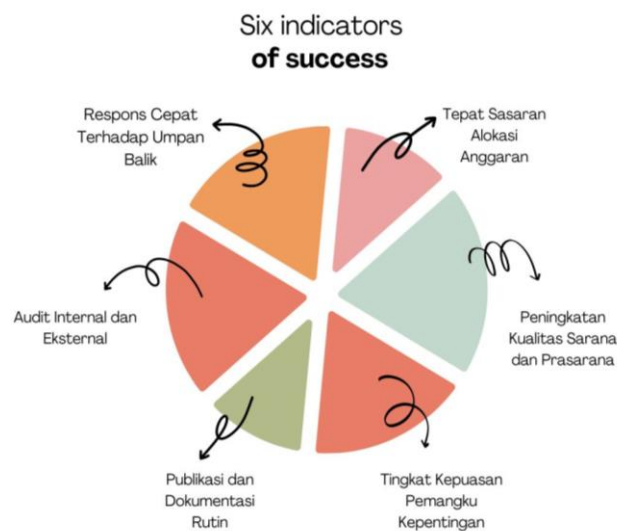


Figure 1. Effectiveness of Financial Management Systems

Based on the observation results and by Figure 1, the effectiveness of the financial management system in schools has increased significantly by applying the principles of justice, transparency, and participation. Concrete evidence from

observations shows that each budget allocation is carried out through open meetings involving various parties, such as teachers, parents, and the school committee. Documents related to fund allocation decisions are well documented and published regularly in physical and digital form (Arik, 2021). In addition, observations of improvements in the quality of educational facilities and infrastructure, such as improvements to libraries, laboratories, and classrooms, show that budget use is more targeted (Ismailova et al., 2024). The level of satisfaction from stakeholders, supported by positive feedback from teachers, students, and parents, indicates that they feel more valued and cared for (Valenzuela & Reyes, 2023). Overall, the integration of ethical values in financial management has resulted in a more effective and efficient system, directly impacting the quality of education and stakeholder satisfaction.

Responsiveness to Stakeholder Needs

Responsiveness to stakeholder needs is essential to educational and financial management (Nunes 2023). Mrs. Siti, a teacher, said, "With active participation from all parties, including teachers and parents, the different needs of each stakeholder can be immediately identified and met." Observations show regular discussion forums involving teachers, students, and parents to discuss the needs and management of education funds. This indicates that a responsive financial system can meet the needs of various stakeholders through a participatory and inclusive approach. Furthermore, responsiveness to stakeholder needs can be seen from the financial management system's ability to adjust fund allocation based on the feedback received (Sepuru & Mohlakwana, 2020). Ms Siti added, "We can see direct results from the input provided by teachers and parents in allocating funds for student needs." Observations confirm that changes in fund allocation are often made based on the results of discussions in these forums. From the results of these interviews and observations, it can be concluded that a responsive financial system ensures that each stakeholder's needs are considered and met effectively (Nurdin Hidayat & Patimah, 2023).

The responsiveness of the financial system can also be seen from the rapid response to urgent needs (Spies-butcher & Bryant, 2023). Ms Siti said, "When there is an urgent need, such as improving facilities or needing learning tools, our financial system can immediately adjust the allocation of funds to meet these needs." Observations show that urgent needs are often prioritized in budget allocations and followed up immediately (Risdiyanto et al., 2023). This indicates that a responsive financial management system can quickly adapt and meet urgent needs. Finally, responsiveness is also reflected in an effective feedback mechanism. Ms. Siti explained, "We have a feedback system that allows stakeholders to convey their needs and complaints directly, and we strive to respond quickly." Observations show that stakeholders actively use this feedback mechanism, and the results are used to adjust fund allocation. From the overall results of interviews and observations, a responsive financial system can meet stakeholder needs effectively and quickly, as well as create a more inclusive and participatory environment (Merentek et al., 2023).

Using these tables and calculations, we can ensure that education budget allocations are made responsively to stakeholder needs by equalizing the power model (Khumaini et al., 2023). Observation results show that the responsiveness of the financial management system to stakeholder needs has increased

significantly through a participatory and inclusive approach. Regular discussion forums involving teachers, students, and parents have enabled the identification of the different needs of each stakeholder and the effective meeting of those needs (Vasilevska et al. 2024). Concrete evidence from the results of observations is a change in funding allocation based on feedback received, as well as priority given to urgent needs, such as improving facilities and providing learning tools. Observations also show that stakeholders actively use feedback mechanisms, enabling rapid response to their needs. With a responsive system, schools can quickly adapt and meet urgent needs, creating a more inclusive and participatory environment (Budzen nd). Overall, observation results show that a responsive financial management system has created a more inclusive and effective environment that meets the needs of all stakeholders (Hasbi et al., 2024).

Increased Financial Transparency

Transparency in financial management is critical to building stakeholder trust (Jacques, 2023). Mr Joko, the School Treasurer, explained, "Every month, we publish financial reports that all stakeholders can access. This helps increase trust and reduce suspicion regarding fund management." Observations show that financial reports are displayed on the school notice board and available in digital form, which can be accessed via the school website. This proves that increasing financial transparency has built trust among all stakeholders. Apart from that, financial transparency also helps in monitoring and accountability (Dewi & Zaenurrosyid, 2023). Mr Joko added, "By publishing financial reports openly, we invite stakeholders to participate in monitoring and providing input on fund management." Observations confirm that open access to financial information encourages active participation from stakeholders in the supervisory process. From these interviews and observations, increased financial transparency has created a more open and accountable environment in managing education funds.

Increasing transparency also impacts improving the quality of financial management (Saron, 2023). Mr Joko said, "With transparency, we can identify and correct weaknesses in the financial system more quickly and effectively." Observations show that open financial reports allow for regular internal and external audits, which helps improve fund management quality. This indicates that financial transparency contributes directly to improving the quality of financial management. Furthermore, transparency also increases the sense of responsibility among stakeholders. Mr Joko said, "When everyone can see financial reports, they feel more responsible for using funds and are more careful in proposing budget allocations." Observations confirm that transparency encourages stakeholders to be more careful and responsible when using funds. From the overall results of interviews and observations and by Figure 2, increasing financial transparency builds trust and accountability and improves the quality of financial management and stakeholder responsibility.

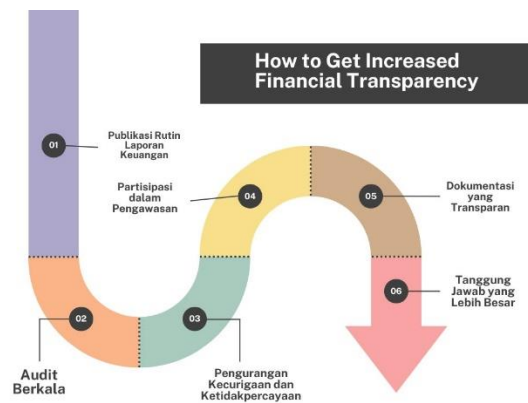


Figure 2. Increased Financial Transparency

The conclusion from the observations shows that increasing transparency in financial management has built trust and accountability among stakeholders. Concrete evidence from the observations is the regular publication of economic reports, which all stakeholders can access through the school notice board and website. This transparency reduces suspicion regarding fund management and encourages active participation in the supervisory process (Hamidi, 2023). Observations show that open access to financial information encourages regular internal and external audits, which helps to improve the quality of fund management (Azmi et al., 2023). Additionally, observations show transparency encourages a sense of responsibility among stakeholders, who feel more responsible and careful in proposing budget allocations. Overall, increasing financial transparency builds trust and accountability and improves the quality of financial management and stakeholders' sense of responsibility.

Strengthening Participation and Collaboration

Strengthening participation and collaboration are essential elements in creating inclusive and democratic financial management (Chakraborty, 2024). Ibu Lina, Chair of the School Committee, said, "The active involvement of various stakeholders, such as the school committee and parents, ensures that every financial decision reflects the needs and aspirations of all parties." Observations show that school committee meetings are held regularly with active participation from various stakeholders, and every decision is taken through deliberation. Strong participation and collaboration have created a more inclusive and democratic financial management system. Furthermore, strengthening participation and partnership also impacts improving the quality of decision-making. Ms. Lina added, "By involving various parties in the decision-making process, we can identify various perspectives and better solutions for fund management." Observations confirm that deliberations involving multiple stakeholders produce more comprehensive and fair decisions. These interviews and observations show that collaboration has improved the quality of decision-making in educational and financial management.

Active participation also increases the sense of ownership among stakeholders (Chudaieva et al., 2024). Mrs. Lina said, "When parents and teachers are involved in the decision-making process, they feel more responsible and have ownership of the decisions." Observations show that active involvement in decision-making makes stakeholders feel more responsible and ownership of the

outcome. This indicates that active participation improves the quality of decisions and increases the sense of ownership among stakeholders. Furthermore, strong collaboration also strengthens relationships between stakeholders. Ms. Lina explained, "By working together in decision-making, we build stronger and more trusting relationships between teachers, parents, and the school committee." Observations confirm that strong collaboration creates more harmonious and trusting relationships among stakeholders. From the overall results of interviews and observations, strengthening participation and partnership improves the quality of decision-making and strengthens relationships and a sense of ownership among stakeholders.

Observation results show that strengthening participation and collaboration has created more inclusive and democratic financial management. Concrete evidence from the results of observations is school committee meetings, which are held regularly with the active involvement of various stakeholders, and every decision is taken through deliberation. Observations show that this active participation improves the quality of decision-making by identifying different perspectives and better solutions for fund management. In addition, observations show that active participation makes stakeholders feel more responsible and ownership of decision outcomes (Kohanek & Kohanek, 2023). Strong collaboration also strengthens stakeholder relationships, creating more harmonious relationships and mutual trust (Hasbi et al., 2024). Overall, enhancing participation and cooperation improves the quality of decision-making and strengthens relationships and a sense of ownership among stakeholders, creating a more inclusive and effective financial management system.

CONCLUSION

This research focuses on four primary indicators in measuring the success of the Power Equalizing Model in educational financial management: Effectiveness of the Financial Management System, Responsiveness to Stakeholder Needs, Increasing Financial Transparency, and Strengthening Participation and Collaboration. Based on the results of observations and interviews, applying the principles of justice, transparency, and participation has been proven to increase the effectiveness and efficiency of financial management and build trust, accountability, and involvement among stakeholders. The effectiveness of the Financial Management System is reflected in the use of funds that are more targeted and transparent, as well as improving the quality of educational facilities and infrastructure, where positive feedback from teachers, students, and parents shows high satisfaction with using these funds. Responsiveness to Stakeholder Needs increases through a participatory and inclusive approach, which allows identification and fulfillment of the needs of each stakeholder so that the financial management system can quickly meet the needs of all parties. Increased Transparency

Finances are manifested in financial reports published regularly. They can be accessed by all parties, building trust and accountability and encouraging the implementation of internal and external audits that improve the quality of fund management. In addition, strengthening participation and collaboration creates more inclusive and democratic financial management, where every decision is made through deliberation, strengthens relationships between stakeholders, and increases the sense of responsibility for decision results. Thus, this research

shows that applying the Power Equalizing model in educational financial management significantly contributes to creating a more effective, responsive, transparent, participatory, and collaborative system, ultimately positively impacting the overall education quality.

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