



SOCIAL ENTREPRENEURSHIP IN BUILDING FINANCING MANAGEMENT

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Abstract:

The purpose of this paper is about social entrepreneurship in building and managing costs. Social entrepreneurship is a concept that can solve social problems with an ideal, directed and sustainable social entrepreneurship business approach that can be carried out through educational activities. The research method is descriptive qualitative while the sample is determined by purposive random sampling method. Data collection used a combination of approaches, including surveys, observations, field studies, and interviews and research locations conducted at SMAN 4 Jember. The results of the study show that the implementation of social entrepreneurship development is carried out in the form of snack entrepreneurs, ATK, and food and clothing cooperatives. This program is expected to be able to help generate income for educators in these institutions and have business independence as well as social sensitivity and provide a balance of academic ability, attitude and work in the framework of community self-development, both as professional, independent and innovative social entrepreneurs. The results of social entrepreneurship in managing costs have components that are obtained, namely social value, leaders innovate, economic activity, and leaders carry out cost control. This is expected to create a social business that can have a positive impact on educational institutions and improve people's welfare.

Keywords: *Social Entrepreneur, Managing Cost*

INTRODUCTION

Today there is a shift in social entrepreneurship which was initially considered a "non-profit" activity (among others through charity activities) to become business-oriented activities (entrepreneurial private-sector business activities). The legendary success of Grameen Bank and Grameen Phone in Bangladesh illustrates one example of a shift in orientation in running social entrepreneurship programs. This is an attraction for the business world to participate in social entrepreneurship activities because it can generate financial benefits. (Sofia, 2017)

Not all educational institutions know and are patient about the importance of managing institutional assets or wealth. Many institutions need to see the wealth of their institutions. As a result, institutions need to optimally utilize their resources to finance institutional needs, ultimately impacting quality and dependence on funders (student parents, government, donors). The subsequent impact is the difficulty of forming independent educational institutions (Mas' ula, 2023). PENDIDIKAN ISLAM DI ERA DIGITALISASI 5.0. In *PROCEEDING OF INTERNATIONAL CONFERENCE ON EDUCATION, SOCIETY AND HUMANITY* (Vol. 1, pp. 35-40). Therefore, in managing educational institution funds, it is necessary to have an appropriate strategy for circulating funds with a positive value and benefits to educational institutions. With this, one of the characteristics of a leader's soul is an entrepreneurial spirit. A critical element in the quality of education is financing.

Funding is sometimes also at the core of every educational problem, especially if it is linked to private education funding, which is entirely sourced from public funds; even though there is actually assistance from the government but not too significant to refer to in determining policies, the quality of private higher education is of course very dependent on how financing management. (Prayoga, 2019, p. 118)

Education funding sourced from the government is relatively very limited in number. The government's limited ability to allocate APBN funds in the education sector is a significant obstacle to implementing quality national education, including private Madrasah education. (Prayoga, 2019, p. 120)

The realm of educational institutions has many essential components in its management system, including managing educational expenses. It is hoped that the allocation for the management of educational costs is by the existing provisions and objectives. Therefore cost management is needed in educational institutions. The management process in managing education costs requires planning, organizing, controlling and supervising. The need to control education expenses so the budget can be right on target.

RESEARCH METHODS

This research is qualitative research using case study and survey methods. The population in this study are students and teachers in schools that apply Islamic education in the digitalization era. The sample in this study was students and teachers who were selected by purposive sampling. Data collection techniques used in this study were observation, interviews and questionnaires. Observations were made to observe teaching and learning activities in schools that were the object of research. Interviews were conducted to obtain deeper information from teachers and students who were the object of the research. Questionnaires were given to students and teachers to find out their opinions about implementing Islamic education in the digitalization era. Data obtained from observations, interviews, and questionnaires were analyzed using qualitative descriptive analysis techniques. The analysis results are grouped based on the categories obtained from the research results.

RESULTS AND DISCUSSION

Social Entrepreneurs or social entrepreneurs according to (Bielefeld 2009:72) see the problem as an opportunity to form a new business model that is useful for empowering the surrounding community. The existence of social entrepreneurs is not only used in job creation. The benefits of social entrepreneurship are not only related to employees but also to the wider community. If an ordinary business measures success from its financial performance (profit or income), then social entrepreneurship measures its success from the benefits felt by the community (Kinanti, Risma Ayu, 2021, p. 59).

This is in line with what was revealed by Schumpeter in Sledzik (2013) who revealed that entrepreneurs are people who dare to break the existing system by initiating a new system. It is clear that a social entrepreneur also can dare to face challenges or in other definition is someone who dares to jump from the existing stability zone. In contrast to business entrepreneurship, the results to be achieved by social entrepreneurship are not merely profit, but also a positive impact on society. (Sofia, 2017)

By relying on the principle of independence and economic development of the people, entrepreneurs in educational institutions. Interest in social entrepreneurship continues to grow so that social entrepreneurship becomes a global phenomenon that has an impact on society to solve social problems with innovative approaches. Lars Hulgard revealed that there are four main criteria in social entrepreneurship, namely; social values, civil society, innovation, and economic activity. (Ridwan, 2021, p. 9).

Osterwalder & Pigneur (2010) defines a business model as a basic picture of how an organization creates and delivers value. The business model shows how to think about how a company makes money. The business model and form of an organization

greatly influence a company's ability to grow and develop sustainably. As with business in general, opportunities owned by social entrepreneurship must be supported by a reasonable and realistic business model (Sofia, 2017).

Based on the results of social entrepreneurship research in building and managing costs at SMAN 4 Jember institutions, it cannot be separated from management, because all activities in the institution are led by the school principal, therefore it can be seen that one of the uniqueness that exists in educational institutions is about the entrepreneurial ecosystem that developed

Social Value

This social value is the most distinctive element of social entrepreneurship, namely creating real social benefits for the community and the surrounding environment. A social entrepreneur must strive to recognize various opportunities in creating or maintaining social value. While assessing opportunities is a process of collecting data mixed with instinct. This method is both a science and an art. Gather the required information relevant to size, scope and time available. In the end, in every decision-making process, of course, instinct is needed. (Sofia, 2017)

In connection with the research conducted, a leader also has the soul of an entrepreneur, namely where a leader must be able to influence others to follow suit with abilities such as innovation, creativity, and the courage to take risks in taking advantage of existing opportunities to achieve the expected goals. The initial funding for carrying out this activity was obtained from community grants and government funds. Therefore the principal provides opportunities for entrepreneurship in the form of multipurpose cooperatives, ATK, clothing and food. An example is a snack entrepreneur. Social entrepreneurship can create innovative solutions in the fields of welfare, education, health, community development and the environment

Based on the results of interviews with school principals at the institution, it was stated that the existence of this entrepreneur helped teachers and administrators of Islamic boarding schools under the foundation develop their abilities, as well as train their potential and provide good opportunities for the surrounding community because the business was built, the price which is sold relatively cheaply compared to shops that are in the community environment. In the snack business, examples are rengginang, crackers, banana snacks, and others. The main ingredient in making the school principal buys directly from the farmers who are in the surrounding institutions, so that the benefits of this are reciprocal, or mutually beneficial to each other, the presence of students and congregation. Their existence is a promising market for businesses run by institutions and the community.

The existence of this entrepreneur helps income in educational institutions, and can help pay salaries in these educational institutions, because the salary given is still relatively small, due to additional input from the entrepreneurial sector, it can help employees in an economic sense.

Social entrepreneurship in a broader sense is all activities to help other parties, both individuals, groups and communities to make changes (transformation) to become more empowered and independent in solving the socio-economic problems they face so that they become more prosperous. (Ryandono&Wijayanti, 2019, p. 149). Community-based entrepreneurship seems relevant for the management of public assets, infrastructure and public facilities because it is oriented towards strengthening and mobilizing the community so that they become active players in the region (Vestrum, 2014). (Megawawati, 2019, p. 119).

School Principles Do Innovation Towards Social Entrepreneurs

Innovations and creations for community services that have not been handled by the government so far can be carried out by Social Entrepreneurship groups such as eradicating illiteracy, malnutrition, Al-Qu'an reading and writing assistance which are carried out by institutions that work together with surrounding institutions. The institution can overcome it because it is done with full dedication and departs from a

social mission. This is also aimed at promoting educational institutions by gaining public trust.

Based on the results of research conducted by the AL-Barokah Institute or Foundation, it has social innovation in the practice of social entrepreneurship to maintain and develop its institutions. The AL-Barokah Foundation has been able to carry out operational activities of the institution by using the principles of social entrepreneurship, innovation-based management, making efforts to create value and building independent businesses to support the operational activities of the institution. Thus, innovation plays an important role in supporting the survival and growth of socially visioned organizational units. Social entrepreneurship refers to creative and innovative activities, one of which is driven by the necessity to survive amidst the challenges of the times. (Wibowo et al., 2021).

Economic Activity

The social capital cycle begins with the initial inclusion of social capital by social entrepreneurs. Furthermore, a network of trust and cooperation is built which is increasing so that access to physical development, financial aspects and human resources can be obtained. One of the goals of economic development is the realization of equality and the distribution of social welfare. Through social entrepreneurship, this goal will be realized because business people who initially only think about achieving maximum profits, will then be moved to think about equal distribution of income so that sustainable economic development can be carried out (Sofia, 2017).

Based on the results of research that has been done, namely by opening a business that is carried out by reciprocal economic activity, where this not only benefits educational institutions but also benefits farmer groups around these institutions. The role of social entrepreneurs from an internal perspective is to break down the level of dependence on other people, create a sense of self-confidence, and can increase the attractiveness of the perpetrators. From an external perspective, entrepreneurship can play a role in providing jobs for people who have not yet had job opportunities. In this way, entrepreneurship can also help unravel or eradicate the unemployment rate which has been a burden on people's minds and other social problems.

School Principles Do Financial Control

Control relates to the measurement of effectiveness and efficiency in moving materials and labour as well as financial resources towards a goal, this activity includes comparisons with comparisons of various types of standards, whether some standards for quality, time or value of these activities include taking the necessary actions when conditions occur deviate from the target. According to Hasen and Mowen (2009; 16), control is a managerial activity to monitor the implementation of plans and make improvements as needed. In Lowrence's opinion (2007: 8) control is a process to re-examine, assess and always monitor reports whether the implementation does not deviate from the stated objectives. (Hariati, 2014). The control procedure, according to Welsch and friends (2000:14), translated by Purwatiningsih, includes the following steps:

First, compare the actual work results for the period in question with the goals and standards that have been previously set. Second, prepare a performance report that contains the actual planned results and the difference between the two numbers. Third, analyze the deviations between the planned results and look for the causes of these deviations. Fourth, seek and develop alternative actions to overcome problems and learn from the experiences of other parties who are more successful in a particular field. Fifth, choose (corrective action) from a set of existing alternatives and implement these actions. Sixth, on control to assess the effectiveness of the corrective actions implemented, continue with feedback to plan for the next period.

Based on all efforts in carrying out social entrepreneurship, the principal has an important role in controlling every incoming and outgoing fund in the educational

institution. This aims to avoid a mistake and minimize the occurrence of fraud. The principal gradually carries out control procedures following the explanation above. Because the school principal gives the message that the funds obtained are social funds, where these funds must have a positive impact on the surrounding community.

CONCLUSION

Various kinds of strategies are used to arrange to finance the following educational institutions, one strategy that can be applied in its management is using social entrepreneurship. Social entrepreneurship, cannot be separated from analyzing the cost of education, with this advantage, it can be an investment in education, making it possible to know the efficiency of the use of funding sources in education, this goal becomes an assessment of alternative policies to improve or improve the education system.

A leader also has a soul as an entrepreneur, namely where a leader must be able to influence others to follow suit with abilities such as innovation, creativity, and the courage to take risks in taking advantage of existing opportunities to achieve the expected goals. Initial funding for this activity was obtained from community grants and foundation funds. Therefore the principal provides opportunities for entrepreneurship in the form of multipurpose cooperatives, ATK, clothing and food. An example is a snack entrepreneur. Social entrepreneurship can create innovative solutions in the fields of welfare, education, health, community development and the environment.

In building a social entrepreneur, there are various concepts carried out in these educational institutions, namely through social values, economic activities, innovation, and financial control. From this research, it is hoped that it will be able to provide benefits and prosperity for educational institutions and the surrounding community.

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