



Entrepreneurial Management Strategy on the Management and Investment of Education Funds in Educational Institutions

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Abstract

This study aims to analyze the entrepreneurial management strategy in the management and investment of educational funds at the Mambaul Ulum Besuk Foundation. The research focuses on the application of entrepreneurial principles as an effort to enhance financial independence, the effectiveness of fund management, and the sustainability of the educational institution. Using a qualitative approach with a case study design, this research involves data collection techniques such as in-depth interviews, observations, and documentation. The main informants in this study consisted of the school principal, teachers, employees of the bakery business unit, and parents involved directly in the management and utilization of educational funds. The results of the study show that the application of entrepreneurial management strategies through the utilization of business units as an alternative source of funding has improved financial transparency, budget efficiency, and stakeholder trust. Additionally, the investment pattern of educational funds, which focuses on productivity and sustainability, has a positive impact on the improvement of service quality and the performance of the educational institution. The implications of this study show that the integrated and professional application of entrepreneurial management can be an effective strategy in supporting the sustainability and competitiveness of educational institutions. This research also contributes to enriching the perspective of financial management in education by placing entrepreneurship as a strategic approach in the management and investment of educational funds..

Keyword

Entrepreneurial Management, Educational Fund Management, Educational Investment.

Abstrak

Penelitian ini bertujuan untuk menganalisis strategi manajemen kewirausahaan dalam pengelolaan dan investasi dana pendidikan di Yayasan Mambaul Ulum Besuk. Penelitian ini menekankan penerapan prinsip kewirausahaan sebagai upaya meningkatkan kemandirian finansial, efektivitas pengelolaan dana, serta keberlanjutan lembaga pendidikan. Menggunakan pendekatan kualitatif dengan desain studi kasus, penelitian ini melibatkan teknik pengumpulan data berupa wawancara mendalam, observasi, dan dokumentasi. Informan utama dalam penelitian ini terdiri dari kepala sekolah, guru, pekerja unit usaha pabrik roti, serta wali murid yang terlibat langsung dalam pengelolaan dan pemanfaatan dana pendidikan. Hasil penelitian menunjukkan bahwa penerapan strategi manajemen kewirausahaan melalui pemanfaatan unit usaha sebagai sumber pendanaan alternatif mampu meningkatkan transparansi keuangan, efisiensi anggaran, serta kepercayaan pemangku kepentingan.

Kata Kunci

Manajemen Kewirausahaan, Manajemen Dana Pendidikan, Investasi Pendidikan.

Selain itu, pola investasi dana pendidikan yang berorientasi pada produktivitas dan keberlanjutan berdampak positif terhadap peningkatan mutu layanan dan kinerja lembaga pendidikan. Implikasi penelitian ini menunjukkan bahwa penerapan manajemen kewirausahaan yang terintegrasi dan profesional dapat menjadi strategi efektif dalam mendukung keberlanjutan dan daya saing lembaga pendidikan. Penelitian ini juga memberikan kontribusi dalam memperkaya perspektif pengelolaan keuangan pendidikan dengan menempatkan kewirausahaan sebagai pendekatan strategis dalam pengelolaan dan investasi dana pendidikan.

INTRODUCTION

The management and investment of education funds is a crucial issue in the midst of the demands to improve the quality and sustainability of educational institutions. The main point in this study is that many educational institutions still rely on conventional sources of funding, while operational and development needs continue to increase, limited government funds, increasing education costs, and competition between institutions demand innovative and independent financial management strategies. Evidence shows that educational institutions that apply an entrepreneurial approach are able to create alternative sources of funding and increase financial resilience. (Al Farisi et al., 2024) In addition, a recent study by (Supriani et al., 2025) confirms that innovation-based and entrepreneurship-based fund management is a key factor in the sustainability of educational institutions, these social conditions affirm the importance of research on entrepreneurial management strategies in the management and investment of education funds so that educational institutions are able to survive and develop sustainably.

Previous research has largely discussed financial management, education, and entrepreneurship separately. Some studies focus on school finance management, while others highlight educational entrepreneurship. Evidence can be found in studies (Ayu et al., 2024) that discuss school financial efficiency, as well as European studies (Kusumaningrum et al., 2024) that examine entrepreneurship in the education sector. There has not been much research that specifically integrates entrepreneurial management strategies with comprehensive education fund management and investment practices, especially at the educational institution level. Recent research by (Aripin & Nugraha, 2025) also emphasizes that there is a gap in the study on how investment in education funds is managed productively through an entrepreneurial approach, this research gap is a strong basis for this study.

Based on these problems, the main point of this research is to analyze entrepreneurial management strategies in the management and investment of education funds in educational institutions, a comprehensive understanding is needed so that educational institutions are not only able to manage funds administratively, but also strategically and productively. This research specifically aims to answer the following questions: (1) how to apply entrepreneurial management strategies in the management of education funds; (2) how the investment pattern of education funds is implemented; and (3) how it impacts the performance and quality of educational institutions. Evidence from recent studies shows that a strategic and entrepreneurship-based approach contributes to increasing the effectiveness of educational organizations (Sholeh et al., 2024; Syukur et al., 2025) the purpose of this research is directed to produce conceptual

and empirical understanding that is relevant for the management of educational institutions.

This research departs from the argumentative point that the application of entrepreneurial management strategies in the management and investment of education funds will have a positive impact on the sustainability and quality of educational institutions. Entrepreneurial principles such as innovation, risk management, and long-term orientation allow education funds to be managed more productively. Empirical evidence supports this assumption, as shown by a recent study by (Kurnia, 2024) that found a positive relationship between entrepreneurial management and the performance of educational organizations. Strategic investment in human resources and educational assets has been proven to increase competitiveness (Manurung et al., 2026) This study examines the argument that entrepreneurial management strategies are an effective and relevant approach in managing and investing education funds in educational institutions.

METHODS

The unit of analysis in this study is the Mambaul Ulum Besuk Foundation as the location as well as the object of research material. The main point of determining this analysis unit is that because the Mambaul Ulum Besuk Foundation has an education fund management practice that is integrated with entrepreneurial activities, especially through the bakery business unit managed by the institution, the existence of the business unit is an alternative source of funding that is used to support educational operations and development. This research focuses on the analysis of entrepreneurial management strategies in the management and investment of education funds applied within the Mambaul Ulum Besuk Foundation. Empirical evidence was obtained from institutional activities, financial policies, and entrepreneurial practices that took place at the research site, the Mambaul Ulum Besuk Foundation was chosen because it represents educational institutions that apply an entrepreneurial approach in the management of education funds in a real and contextual manner.

The research design used is a qualitative approach with a case study type. The main point of using this design is to gain a deep and holistic understanding of the phenomenon of entrepreneurial management strategies in the management and investment of education funds, a qualitative approach allows researchers to explore meanings, processes, and social dynamics that cannot be quantitatively measured. The case study was chosen because the research focuses on one specific location with unique characteristics, namely the Mambaul Ulum Besuk Foundation. Methodological evidence shows that case studies are effectively used to examine management practices and institutional policies in a real context (Setyawati & Kurniawan, 2025) qualitative design of the case study is considered the most relevant to explore the strategies, practices, and implications of entrepreneurial management in the management of education funds at the Mambaul Ulum Besuk Foundation.

The sources of information in this study were obtained from key informants and supporters who were directly involved in the management and utilization of education funds. The main point in determining informants is their involvement and knowledge of entrepreneurial management practices at the Mambaul Ulum Besuk Foundation,

informants are selected purposively to ensure that the data obtained is relevant and in-depth. The main informants consist of school principals as policy makers, teachers as education implementers, bakery workers as actors of entrepreneurial business units, and parents of students as external parties who feel the impact of education fund management. Evidence is obtained through the experience, views, and knowledge of informants related to fund management and investment strategies, the diversity of informants allows triangulation of perspectives so as to increase the validity and depth of research data.

The data collection process is carried out through three main techniques, namely observation, interviews, and documentation. The main point of using this technique is to obtain comprehensive and complementary data, observations are used to directly observe entrepreneurial activities, fund management, and institutional practices at the Mambaul Ulum Besuk Foundation. In-depth interviews were conducted with informants to explore their views, experiences, and strategies applied in the management and investment of education funds. Documentation is used to collect written data such as financial statements, institutional profiles, internal policies, and activity archives. Evidence is obtained from the results of field notes, interview transcripts, and official documents of the institution, the combination of these three techniques allows researchers to obtain valid, accurate, and in-depth data according to the research objectives.

Data analysis in this study was carried out through the stages of data reduction, data display, and data verification. The main point of this analysis is to compile data systematically so that meaningful conclusions can be drawn, data reduction is carried out by sorting and focusing data that is relevant to entrepreneurial management strategies and education fund management. Data display is carried out in the form of descriptive narratives and thematic matrices to facilitate understanding patterns and relationships between data. Data verification is carried out through drawing conclusions and re-checking the data. The analysis methods used include content analysis, discourse analysis, and interpretive analysis, these stages and methods of analysis allow researchers to produce valid, in-depth, and contextual findings.

RESULTS AND DISCUSSION

The table of interview results shows that the implementation of the entrepreneurial management strategy at the Mambaul Ulum Besuk foundation has been carried out in an integrated and participatory manner. All informants confirmed the use of business units as a source of education funds that are managed in a planned, transparent, and sustainability-oriented manner of the institution.

1. Application of Entrepreneurial Management Strategy in Education Fund Management

The data from interviews regarding the implementation of entrepreneurial management strategies in the management of education funds were obtained from school principals, teachers, bakery workers, and parents of students at the Mambaul Ulum Besuk foundation. The data is visualized in Table 1 below.

Table 1. Interview Results on the Implementation of Entrepreneurial Management Strategy

<i>They report</i>	Fund Management Strategy	Source of Business Funds	Use of Funds
<i>Principal</i>	Integrated planning & supervision	Bakery	Operations & investments
<i>Teacher</i>	Transparency & efficiency	A business unit of the Islamic boarding school	Learning facilities
<i>Factory Workers</i>	Sustainable production	Bread sales	Business development
<i>Guardian of Pupils</i>	Trust & participation	Self-employed funds	Quality of education

The table shows that all informants confirmed the implementation of an entrepreneurial strategy in the management of education funds, especially through the use of the bakery business unit as an alternative source of funding that is managed in a planned and sustainable manner.

Based on interview data, it can be seen that there is a consistent pattern related to the implementation of entrepreneurial management strategies. The principal emphasizes business-based financial planning, while the teacher highlights transparency and efficiency in the use of funds. Bakery workers described their involvement in a sustainability-oriented production system, while parents viewed the strategy as increasing trust in the institution. This pattern shows that the management of education funds is not carried out separately from entrepreneurial activities, but is integrated into the institution's management system. In addition, there is a common view that business proceeds are not only used for short-term operational needs, but are also allocated for education investment. Thus, the results of the interviews illustrate a collaborative pattern between managers, implementers, and stakeholders in the management of entrepreneurship-based education funds.

The patterns that emerged from the interview results can be interpreted as the result of strong entrepreneurial leadership at the Mambaul Ulum Besuk foundation. Entrepreneurial management strategies allow institutions to build collective awareness that education funds are assets that must be managed productively. The involvement of various parties reflects the existence of an organizational culture that supports innovation and shared responsibility. In addition, the existence of a bakery business unit functions as a means of entrepreneurial learning as well as a stable source of funding. This interpretation shows that entrepreneurial strategies not only have an impact on financial aspects, but also on the formation of value, trust, and stakeholder participation. Thus, the application of entrepreneurial management strategies in the management of education funds is an important factor in maintaining the sustainability of educational institutions.

2. Investment Pattern of Education Funds Based on Productivity and Sustainability Principles

Observational data on the investment pattern of education funds based on the principles of productivity and sustainability was obtained through direct observation of the institution's activities. The results of the observations are visualized in Table 2 below.

Table 2. Results of Observation of Investment Patterns of Education Funds

Investment Field	Forms of Investment	Principle
<i>Sarana prasarana</i>	Classroom renovation & learning tools	Productive
<i>HR</i>	Teacher training	Sustainable
<i>Units of business</i>	Development of the bakery	Long-term
<i>Technology</i>	Digital learning media	Efficiency

The table shows that education funds are invested in various strategic areas that support the productivity and sustainability of educational institutions in the long term.

The results of the observation show a directed and balanced investment pattern between educational needs and business development. Investment in infrastructure is carried out in stages according to priorities, while human resource development is focused on improving teacher competence. In addition, the bakery business unit continues to be developed as a long-term investment that supports education funding. This pattern shows that institutions do not spend funds just for momentary consumption, but place them in sectors that generate sustainable benefits. The use of learning technology also shows an efficiency orientation and adaptation to the times. Thus, the results of the observation illustrate the investment pattern of education funds that are systematic and based on the principle of productivity.

The observed investment pattern can be interpreted as a form of institutional awareness of the importance of financial sustainability and the quality of education. Investments in various sectors show the existence of diversification strategies to minimize the risk of dependence on a single source of funds. The principle of productivity is reflected in the development of business units that are able to generate income, while the principle of sustainability is seen in the investment of human resources and technology. This interpretation indicates that entrepreneurial strategies encourage institutions to think long-term in the management of education funds. Thus, the investment pattern applied contributes to financial stability as well as improving the quality of education services.

3. The Impact of Entrepreneurial Management Strategies on the Quality and Performance of Educational Institutions

Documentation data on the impact of entrepreneurial management strategies on the quality and performance of educational institutions was obtained from financial statements, program archives, and institutional evaluation documents. The data visualization is presented in Table 3 below.

Table 3. Evidence of Documentation of the Impact of Entrepreneurial Strategy

Documents	Impact Indicators	Results	Evidence
Financial statements	Increased revenue	Stable	
Archives	Quality of Faculty	Increase	
Student data	Number of registrants	Growing	
Internal evaluation	Institutional performance	Positive	

The document shows that there is an improvement in the quality and performance of educational institutions after the implementation of the entrepreneurial management strategy.

The documentation shows a consistent pattern of improvement in various institutional performance indicators. The financial statements show income stability, while the facilities archive shows an improvement in the quality of educational facilities. The data on the number of students has also increased, which reflects public

trust in institutions. Internal evaluation corroborates that entrepreneurial strategies contribute to the efficiency and effectiveness of institutional management. This pattern illustrates the positive relationship between entrepreneurship-based fund management and the quality and performance of educational institutions. Thus, the documentation provides concrete evidence of the impact of the implementation of the strategy.

The impact patterns identified from the documentation can be interpreted as the result of the synergy between professional fund management and strategic investment. Entrepreneurial management strategies allow institutions to allocate resources in a targeted manner, thereby improving the quality of education and organizational performance. The increase in the number of students shows that the quality and reputation of the institution are getting better in the eyes of the community. This interpretation emphasizes that entrepreneurship is not just an economic activity, but a managerial strategy that has a wide impact on the success of educational institutions. Thus, the results of the documentation strengthen the finding that entrepreneurial management strategies play an important role in improving the quality and performance of educational institutions in a sustainable manner.

DISCUSSION

The main results of the interviews show that entrepreneurial management strategies play an important role in strengthening independence and increasing the effectiveness of education fund management. The findings of the interviews also reveal the involvement of various parties, such as school principals, teachers, business actors, and parents, in a financial system that is managed in a transparent and integrated manner. Functionally, the implementation of this strategy has an impact on increasing trust, efficiency in budget use, and sustainability of educational institutions. However, if not managed professionally, the strategy also has the potential to cause additional workload and high dependence on business units. In line with that, various studies in the literature show that entrepreneurial leadership is able to increase school effectiveness and increase stakeholder trust (Arif, 2024; Setiyanti & Setyowati, 2025) but also at risk of role conflicts (Yahya et al., 2025), the implication of the interview results confirms that entrepreneurial management is functional if supported by strong governance.

The results of the interviews showed a strong relationship between entrepreneurial leadership and the effectiveness of education fund management. The leadership pattern at the Mambaul Ulum Besuk Foundation allows for the unification of the educational vision and the business vision, so that every financial decision is taken in a planned and strategic manner. This pattern arises due to the existence of an organizational culture that encourages shared participation and long-term management orientation. These findings are in line with various studies that state that school leaders with an entrepreneurial spirit are able to build organizational learning processes and improve the institution's ability to adapt. Other research has also shown that collective leadership is closely related to increased financial accountability. Thus, the findings of this interview are influenced by the leadership structure and entrepreneurial culture that are the basis for the management of education funds at the institution. From the results of the observations, the investment pattern of education funds based on productivity and sustainability has a strategic impact on the quality of the institution, observations show that investment is not only directed to short-term operations, but also to long-term assets such as

human resources, facilities, technology, and business units. The functional implication is the increased financial stability and quality of educational services. Dysfunctional implications can arise if investment priorities are not aligned with pedagogical needs. Evidence shows that strategic investment in education improves institutional performance (Emerald, 2025), supports sustainability (Indah & Rohmah, 2024), and encourages innovation capacity (Walistian, 2025), the implication of the observation results confirms that productive investment is the key to the sustainability of educational institutions.

The observation results show that there is a relationship between investment patterns and the entrepreneurial management orientation of institutions, investment is directed by decision-making structures that consider risks, benefits, and sustainability. The underlying structure that affects this pattern is a planning system based on evaluation and diversification of funding. Literature evidence shows that diversification strategies improve the financial sustainability of schools (Akmal & Kusumaningrum, 2025). Other research confirms that good investment governance increases the effectiveness of education (Fatmawati & Nugraha, 2024), in a cause-and-effect manner, the investment pattern at the Mambaul Ulum Besuk Foundation emerges from a management structure that integrates entrepreneurial principles and strategic planning.

From the documentation evidence, it is that entrepreneurial management strategies have a real impact on improving the quality and performance of educational institutions, documents show income stability, improved facilities, and increasing the number of students. The functional implication is the increased competitiveness and reputation of the institution. Dysfunctional, excessive focus on financial performance can shift the orientation of educational values if not controlled. Evidence shows that performance-based management improves school outcomes (Putri & Resmiatini, 2025) but requires balance. The implication of the documentation confirms that entrepreneurship functions optimally if it remains based on the mission of education.

Documentary evidence shows that the improvement of the quality and performance of the institution is the result of synergy between professional fund management and strategic investment, the underlying structure in the form of an internal evaluation system, financial accountability, and quality orientation encourages the use of funds that are right on target. Literature evidence shows that institutional accountability is positively correlated with educational quality (Mangkuwinata et al., 2025). Other studies confirm that entrepreneurial governance strengthens school performance (Elistatia et al., 2025; Nurahmayanti, 2025), structurally, the documented positive impact is a logical consequence of implementing a consistent and quality-oriented entrepreneurial management strategy.

CONCLUSION

This study found that entrepreneurial management strategies play a significant role in the management and investment of education funds in educational institutions. The application of entrepreneurial principles through productive planning, management, and investment of funds has been proven to be able to increase financial independence, institutional sustainability, and the quality of educational services. The integration of business units as alternative sources of funding not only strengthens financial stability, but also builds a culture of

participation, transparency, and accountability. The main lesson from this research is that entrepreneurship-oriented management of education funds can be a strategic solution for educational institutions in dealing with the limitations of conventional funding sources.

The strength of this research lies in its contribution in updating scientific perspectives related to education management, especially through the integration of the concept of entrepreneurial management with the management and investment of education funds. This research offers a comprehensive empirical understanding through a qualitative approach of case studies, by involving a wide range of stakeholders. Scientific contribution is also seen in the enrichment of study variables, namely entrepreneurship as a managerial strategy in the context of pesantren-based educational institutions. Thus, this research expands the study of education management theory and practice oriented towards financial sustainability and innovation.

This research has limitations in the scope of cases that are only focused on one educational institution, so the findings cannot be generalized widely. In addition, the qualitative approach used depends on the perception of the informant and the specific time context of the research. The research topic has also not examined in depth the quantitative aspect of the financial performance of institutions. Therefore, it is recommended that there be further research involving more institutions, using mixed methods, and examining the long-term impact of entrepreneurial management strategies on the sustainability and quality of education.

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