Utilization of Limited Resources in Free School

(Case Study at School of Masjid Terminal, Depok)

Titim Eliawati
Universitas Potensi Utama
Medan, Indonesia
titim.eliawati@gmail.com/ titim@potensi-utama.ac.id

Abstract—**The ability of school to fulfill its operational needs is supported by resources availability in the school. One of the school's efforts to get resources including financial and physic is gathering school fee from its pupils. The existence of free school i.e. School of Masjid Terminal is enlightening local community in Depok, especially street children. Related to this phenomenon, the author did research in the school. The aims of this research were finding out the process of limited resources utilization in the school and analysis the process of supervision on resource utilization that takes place in the school. This research used a qualitative method with a case study approach. The writer highlights some findings such as each school resource is efficiently utilized so that each resource has multi-function in order to fulfill the school needs. The school leaders consider the school's vision when they utilize the resource. The supervision of the school leadership focuses on the utilization of resources derived from community donation to ensure the trust of donors is maintained. The other finding was human resources with a voluntary system leads to a sense of shame in admonishing the performance of volunteers.**

Keywords—*resource utilization; free school; voluntary system*

I. INTRODUCTION

The evidence suggests that school without any paid or free to be one of the primary needs of children who come from poverty. On the other hand, the resources of the school are very limited to meet all the needs of free education for street children and other incapable children. This condition requires school leaders to utilize limited school resources to be sufficient.

School of Masjid Terminal has unique educational resource management characteristics, such as utilizing used containers as a teaching ground, volunteer-based human resources, and peer tutoring. This school started from a room in the corner mosque of Depok City bus station and then transformed into an independent school. The school has always been the initiator of various educational and social activities for street children where the spirit is the poor must oblige school. It provides free education and seeks to adapt teaching methods to the needs of street children and provides support and facilities for learners [1].

According to Schilling and Tomal, educational resources are used efficiently and productively to improve student achievement and results obtained [2]. It aligns with Lumbi's statement that managers employ resources as a major tool to shape activity and the course of change. They must use the funds needed to shape the organizational development [3]. In the same time organizational leaders need to exercise supervision when resource utilization is carried out because it is feared there will be frauds that can disrupt the organization in doing its activities and ultimately harm the organization. The utilization of resources brings with it the need for managers to monitor the budget yearly in order to compare actual income and expenditure under various budget headings with them intended [4].

The author previously reported about resource acquisition process which concluded that friendship is a symbiotic mutualism that is built by sincerity as the main strategy of School of Masjid Terminal in obtaining resources. The concept of equality partnership between donors and the school is preventing intervention in decisions making related to the provision of the best education for street children [5]. The previous research also succeeded in analyzing the process of resource of allocation in this school [1]. Other research result such as Mundilarno's research was only focused on the process of outreach of street children to be fostered and educated and has not deepened the process of free education for street children, especially the limited use of its resources [6]. Other related research conducted suggests that educational facilities and infrastructure are more likely to have a dominant influence on school value creation and competitiveness programs. This indicates that infrastructure has an important role to play in teaching and learning process [7].

Referring to the results of previous researches and the grand tour results, the author decided to conduct research that analyzes the resources utilization in School of Masjid Terminal with limited resources experienced. This study has a benefit value for people who have the same problems in providing free education, especially for children in poverty. This paper presented the analyzing result of utilization of resources available at the school, and analyzing result of the process of supervising the utilization of resources conducted in the school both internally and externally.

II. METHODOLOGY

A. Research Methods and Procedures

This research was done by using qualitative method and approach used was case study. The research procedure began by setting the context and background of the research in order to answer the questions why the problem became an interesting case to be studied. Researcher conducted a grand tour to find a decent research problems to be studied. Based on the results of preliminary observations and interviews summarized in the grand tour activities, researcher determined the focus and sub focus in the form of dimensions/ components to be studied. The next step was to set research objectives, define the scope and setting of the research, examine theoretical references used as conceptual frameworks, build research questions and sample determination. Sample determination used snowball sampling [8].

B. Data Collection Techniques and Data Analysis Process

Data collected by researcher in a natural setting was observation, interview and documentation study. Data analysis was performed when the researcher was in the field. Data analysis is a process of systematically arranging the records of interviews, observation and documentation studies. In analyzing data that have been obtained, the researcher used Miles and Huberman data analysis model. Analysis of the data in this study remained to use words, organized into the expanded text. The data analysis model contained of data collection, data condensation, data display and conclusions (drawing/ verifying) [9].

C. Data Validity Checking

In order to keep the data obtained is valid and reliable data; researcher examined the validity of data in this study. The data validity checks in this study used credibility where sources, technique, and time triangulation were done [8].

III. RESULT AND DISCUSSIONS

This study obtained data that has been analyzed and verified its validity so that the research findings were expected to answer the research problems.

A. Resource Utilization Process

School utilizes all the resources available around it to meet multiple needs. Utilization of some classrooms into a place where the street children sleep at night. Similarly, the multi-function of school mosque as a place of prayer, studying at night, and become a classroom in the morning and afternoon. The classrooms contain only long benches that are used as a table which mean the students sit on the floor. In addition, other facilities such as ambulance car is used not only to drive sick people to hospitals but also as transportation of school leaders and volunteers to facilitate the completion of school affairs. Ambulance car is also used to take the students to take exam elsewhere that has been determined by government.

Utilization of 'not bound' funds is done by distributing it to the departments that have urgent needs, especially daily operational needs such as food. The small amount of funding is sought to meet the operational needs of schools. Therefore the amount of funds devoted to the monthly transportation fund of volunteers is very small. Similarly, savings in the use of the feeding needs of street children who lives in the school and volunteers so that food can be available every day even with simple side dishes.

The financial condition of school that do not yet have the availability of funds encourage director to allow the use of funds previously allocated to certain needs, but borrowed to meet the urgent needs. Education Department does not require large amount of money because they only need it for printer ink and paper. On the other hand, the need of the building due to the large number of students became one of the urgent needs and requires a lot of funds.

In the other hand, lack of human resources causes the school to utilize all volunteers and senior students help the class activities in the school. Older students teach younger ones. Inexperienced alumni are guided to do simple task first. In addition, volunteers continue to be given more than one task and even hold structural positions with great responsibilities and demand more of their time and energy. It is one of the reasons why volunteer turnover is high in this school. Some volunteers who are only having little time to contribute to the school could not expect more tasks. Other volunteers who have high commitment and are willing to help the school, would burn out because of the amount of tasks they get.

Based on data exposure, comprehensively, the process of resource utilization can be summarized in Figure 1. It shows that all resources are fully utilized by schools to meet existing needs. Each resource in terms of infrastructure, funding or volunteers should be multi-function, multi-program and multi-task, respectively. In other side Schiling and Tomal explained about adequacy in school. The ideal situation is a school that has low cost and produces high achievement (the optimum school). It is not easy to have this ideal situation. Also, schools with significant populations of special needs students' i.e. low income and special education often need to provide additional resources to their students. By the very nature of the students they must educate, their costs are higher than average [2]. If we refer students' performance of the school as academic success only, we will get trapped to tell that the school of Masjid Terminal is ineffective in term of its resource utilization.
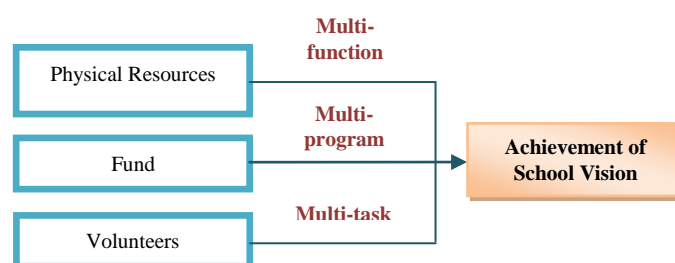

Fig. 1. Resources Utilization Process

Meanwhile, the definition of success according to this school is becoming independent on all sides. The school visions are 1) to prepare an independent, reliable society through appropriate and effective skills based on the values of independence and humanity; 2) provide free and quality education to improve the quality of human resources as independence supporters. In order to achieve the vision, the school creates several life skill workshops such as workshop for car and motorcycle reparation, music studio, workshop for entrepreneurial training, workshop for mobile phones repair, and photo studio. It shows that the school has been working hard to achieve its vision. It means that the ideal situation which mentioned by Schilling and Tomal about the ideal situation for cost and achievement is not impossible for School of Masjid Terminal.

B. Supervision of School Leaders Focus on Binding Resources Utilization to Maintain The Trust of Contributors

The supervisory role in the school is carried out by the head of the school foundation and the director, but both are unable to conduct regular supervision due to their wide scope of duties at the school. They delegate technical supervision to their trust volunteers in several divisions, namely Finance Department, Head of each division, and Education Department Coordinator. However, some donors are still demanding School Leaders to take strategic decisions in utilizing several resources.

The supervision of the utilization of binding resources takes precedence over non-binding ones. This is because the school should send some reports to the donors such as the activity/ operational report and finance report. The director divides the finance department into three divisions, namely partnership division, education division and social finance division. These three divisions are aiming to take record of its expenditures as detail as possible in order to avoid leakage of funds. The education division is not discipline in preparing monthly fund usage reports. This condition is different with partnership division; they must complete the monthly financial statements on time because it is bound to an agreement with the donors.

It is important for the school to satisfy partners that their funds are used in accordance with the agreement and also fulfill other needs that do not have a definite funding source. Lumby explained that managers employ resources as a major tool to shape activity and the course of change. They must use funds to meet the short-term need to offer quality learning to students, but must also use it to meet the longer-term need to shape organizational development [3].

The process of supervision by school's leader can be seen on Fig. 2. It shows that supervision by the school leaders is doing their supervision through each division. They do it directly in each their strategic decision. Another way, they can do it through Finance Division.
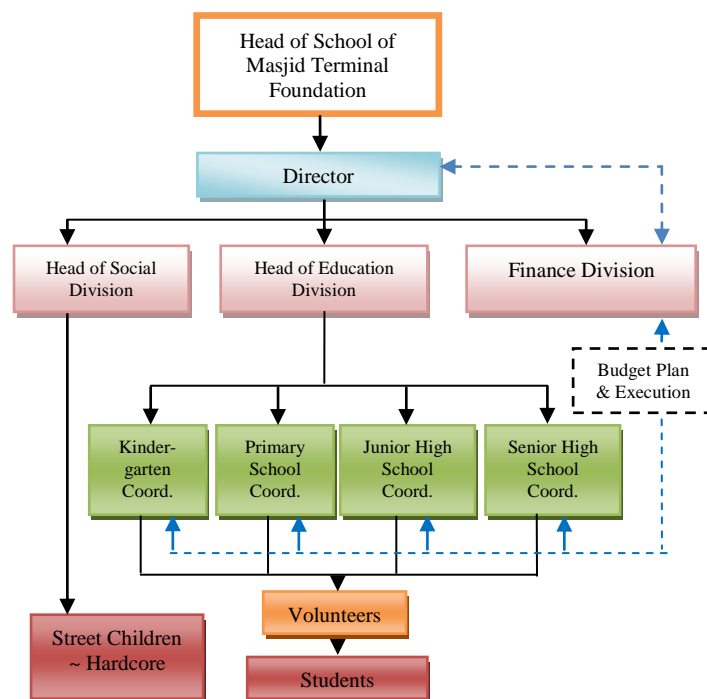

Fig. 2. Supervision of Resources Utilization by Internal School

This condition can be understood that school leaders strive to maintain the availability of funding and real resources. Anderson explained that the utilization of resources brings with it the need for managers to monitor the budget regularly throughout the year in order to compare actual income and expenditure under the various budget headings with those intended [4].

The utilization of resources requires the leaders to monitor the stock of funds and budget periodically at a certain period so that the cost is not greater than the availability of funds. This is required by the donors, in addition to transparency in the use of funds to keep funds from being used outside the deal.

In performing its role as a resource use supervisor, school leaders need assistance from lower-level coordinators to carry out technical oversight, but the delegation still requires school leaders to take strategic decisions relating to resource utilization. Supervision does not run maximally, especially to the utilization of resources that are not bound due to the busyness of each volunteer. Schilling and Tomal explained the importance of supervisory functions in resource utilization activities as administrative controls assure that the proper authorizations are obtained prior to the issuance of purchase orders, hiring of personnel, and disbursement of funds. They also serve as authorization for the recording of accounting transactions. Regardless of the authorization process utilized by the school district, the ultimate approving authority for all disbursements is the board of education. Accounting controls are designed to protect the assets of the district and ensure the integrity of the financial statements issued by the district [2].

Utilization of the maximum infrastructure and not accompanied by maintenance will cause the equipment quickly damaged. Coleman and Briggs argue that buildings may have on both the culture and learning outcomes of schools and colleges should not be underestimated by managers. Renovations and new construction can be achieved through obtaining funds externally, as in the case of the two secondary school case examples, or by the energetic and innovative use of internally generated funds, as was largely the case in the college and the primary school examples. However it is funded, a program of creative premises management can be one of a range of interlocking initiatives that support a school or college in a strategy for improvement [10].

C. Volunteer System Causes A Sense of Inhibition in Monitoring The Volunteers

The way of school leaders to empower their human resource does not receive the attention and supervision from public and government. School prioritizes internal recruitment and those who close to them indicate the school's inclination to build volunteer forces from within their own environment. School does not get intervention from the wider community in managing the resources of the volunteers they have.

The Director was working to transfer the supervisory function to the coordinator of each level of education relating to volunteer issues. This is intended to reduce the dependence of the school on some people. However, the status of volunteers and the lack of volunteers caused the level coordinators having difficulty in cracking down on volunteers who did not follow the mutual agreement and more to follow volunteer willingness to teach in their own way. Masaoka explained that, volunteer responsibilities are typically the only part of a staff person's job [11]. The feeling hesitated to emerge among the educational level Coordinators at the school because of the low appreciation given by the school in material form.

In addition to the excessive use of volunteers such as assigning double duties, cause the volunteers can not complete their responsibilities properly and qualified because they cannot focus on their primary responsibilities. Reducing class size is one way in which schools with disadvantaged intakes target their additional resources [10]. The large number of students, the insufficient number of volunteers and the arrival schedules of each different volunteer makes coordination, communication and supervision difficult in the school. The growing number of students is the effect of the school's policy that it will accept new students anytime of the year.

D. School Partners Only Supervise The Utilization of The Resources They Provide

Based on data exposure, comprehensively, the data can be summarized in Fig. 3. It shows that school's director works closely with school's partner in order to make a strategic decision, especially the decision relates with the reallocation resource.
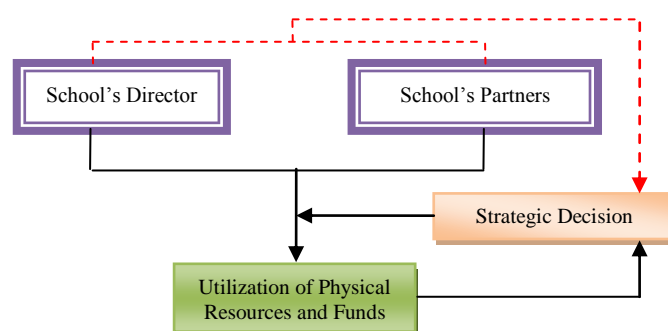

Fig. 3. Supervision of Resources Utilization by School Partners

Monitoring of resource utilization is done by school partners who have an interest in the resource utilization process itself and the results obtained from the utilization of these resources. The presence of supervision from the partners is very helpful for the school because they get additional staff in the field to oversee the running of the program and the utilization of funds. In addition, the school can have good communication with the partner through the representative.

The use of non-binding funds is not supervised by the school partner who provided the grant. They entrust the use of funds to school's leaders. The leaders get the freedom to allocate the funds for the benefit of the School. Supervision of utilization of grant funds is submitted to the internal school.

School partners who donate land and buildings do not exercise control over the use of the resources they provide. Especially for buildings such as classrooms, school partners only do supervision during the process of building the school room until completion. The school is entitled to full of the building without having to provide any report to the school partner in terms of utilization of the given building. If there is an agreement to guarantee the building, the contractor of the school partner is responsible for repairing the damaged building until the warranty time runs out. In contrast to some binding school facilities such as computer labs and music studios. The utilization of both classroom equipment is routinely monitored by school partners. The school partner also provides a budget for maintenance of the equipment until the agreed deadline between partner and the school.

In the case of binding fund utilization, donors conduct supervision of the school to see how the use of funds is made, how the funds are transferred into other resources. Supervision is done in two ways: sending representatives regularly to see the utilization of the funds they provide. The second way is to check the activity and financial reports that the school sends on a regular basis. In relation to financial statements, some contributors require financial statements to be made in great detail, and sent on a regular basis at certain times as agreed. Such a monitoring system is conducted in order to avoid leakage of funds and funds utilized in accordance with the agreement.

School partners supervise the utilization of the resources they provide for a particular educational program and not as a whole. Monitoring the utilization of resources is done by

external parties of schools that have an interest in the process of utilizing the resources themselves and the results obtained. This condition is described by Schilling and Tomal as follows: School districts are basically monitored by an elected board which members have in-depth financial in-fund or governmental accounting. Compounding the problem is the fact that school districts are not supposed to be "for profit" organizations [2].

The presence of supervision from the partners is very helpful for the school because they get additional staff in the field to oversee the running of the program and the utilization of funds. In addition, the school can have good communication with the partner through the representative. Meanwhile the school still needs help from local community even if the community does not provide funds for the school. The local community is not only taking advantage from the existing of the school but they can give back to the school by helping it to be second eye to monitor and guard the school especially in term of physical resources.

IV. CONCLUSIONS

School of Masjid Terminal employs every available resource so that it has multi-function to meet the needs of the school. The school leaders always consider the school's vision when they take strategic decision in utilizing the available but limited resources. School leaders are more focus on monitoring and controlling binding resources utilization in order to maintain the trust from donors. Trust is very important matter in order to develop school's networking with the community; especially private companies that believe in the principles and goals of the school. However, school partners are only entitled to supervise the utilization of the resources they provide. In relation to the supervision of volunteer's performance, the volunteer system caused a sense of shame to admonish the volunteers because of the low appreciation given.

References

[1] T. Eliawati, "Alokasi Sumber Daya Dalam Penyelenggaraan Pendidikan Anak Jalanan," Jurnal STINDO Profesional, vol. 14, pp. 61-72, October 2016.

[2] C.A. Schilling and D.R. Tomal, Resource Management For School Administrators, Maryland: Rowman & Littlefield Education, 2013.

[3] J. Lumby, Managing Finance and Resources in Education, Ed. M. Coleman and L. Anderson, London: Paul Chapman Publising, 2000.

[4] L. Anderson, Resource Acquisition and Allocation, Ed. T. Bush and B. Les, London: Paul Chapman Publishing, 2002.

[5] T. Eliawati, "Resource Acquisition In Providing Free Education For Street Children," Proceedings of the 6th International Conference on Educational, Management, Administration and Leadership: Atlantis Press, Part of series: AEBMR, ISSN: 2352-5428, vol. 14, pp. 82-88, August 2016.

[6] Mundilarno, Manajemen Pendidikan Pembinaan Anak Jalanan, Journal Cakrawala Pendidikan, Th. XXII, no. 3, November 2003.

[7] A. Rahayu, Analisis Sumber Daya Sekolah dan Program Penciptaan Nilai dalam Meningkatkan Daya Saing Sekolah, Journal Educationist, vol. IV, no. 1, January 2010.

[8] J. W. Creswell, Qualitative Inquiry & Research Design, 2nd Edition. London: Sage Publications, 2007.

[9] M. B. Miles, A. M. Huberman and J. Saldana, Qualitative Data Analysis: A Methods Sourcebook, 3rd Ed, California:Sage Publication, 2014.

[10] M. Coleman and A. R. J. Briggs, Managing Finance and Resources in Education. Ed. M. Coleman and L. Anderson, London: Paul Chapman Publising, 2000.

[11] J. Masaoka, The Nonprofit's guide to Human Resources. California: Nolo, 2011.