



EFFECTIVENESS OF INTERNAL CONTROL OF OPERATIONAL ASSISTANCE FUNDS SCHOOL

1stLinda Aryanti
*Department of Accounting,
Faculty of Economics and
Business, Tadulako University,
Palu, Indonesia*
aryantilinda28@gmail.com

2ndNina Yusnita Yamin
*Department of Accounting,
Faculty of Economics and
Business, Tadulako University,
Palu, Indonesia*
*Correspondent
Author:nyusnita2000@gmail.com

3rdMuhammad Iqbal¹
*Department of Accounting,
Faculty of Economics and
Business, Tadulako University,
Palu, Indonesia*
iqebale@gmail.com

4rdLatifah Sukmawaty Yuniar
*Department of Accounting,
Faculty of Economics and
Business, Tadulako University,
Palu, Indonesia*

Abstract - This study aims to explore the effectiveness of internal control in the management of school operational assistance funds at the 2 Poso State Senior High School. This research was conducted with descriptive qualitative method, data collection was done by interview, observation and documentation. Primary data were obtained from interviews with school principals, treasurers of school operational assistance funds, vice principals of public relations, administrative staff and administrators of basic education data, teachers and admin for assets, and two parents and guardians of students. Secondary data was obtained from observation and documentation in the form of information on the use of school operational assistance funds and accountability reports for school operational assistance funds. The results of this study indicate that internal control has been implemented but has not been effective, the school does not have internal policies and procedures for management activities and team formation, the preparation of the school budget work plan is carried out by internal meetings and deliberation with parents and guardians, the treasurer in management activities is very dominant and monitoring activities are carried out only based on the school budget activity plan

Keywords - *Internal control, school operational assistance funds, policies and procedures, treasurer, internal monitoring.*

I. INTRODUCTION

School operational assistance funds are funds budgeted by the government to finance school needs. School needs are arranged based on a priority scale, so schools need to determine in advance which needs are more needed. Financial management in financing activities for school operational assistance funds is carried out with the principles of flexibility, effectiveness, efficiency, accountability and transparency [1]. The principles in managing school operational assistance funds can be achieved when the management process is carried out properly.

The procedure for managing school operational assistance funds refers to the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 6 of 2021 concerning technical guidelines for managing regular school operational assistance funds. One of the cases regarding risks from the implementation of an internal control system related to school operational assistance funds that were not implemented properly occurred in 2020 in Poso Regency. The Public Prosecutor's Office of Poso Regency, Central Sulawesi Province has officially arrested the principal of senior high school 2 Poso due to a case of misappropriation and corruption in school operational assistance funds. The Head of the Special Crimes Section at the Poso District Attorney, Andi Suharto, S.H., stated that the Principal of senior high school 2 Poso conducted fictitious procurement of goods, mark-up prices and used school operational assistance funds improperly, causing state losses of more than IDR 325 million [2].

The application of an internal control system is used to provide adequate assurance regarding safeguarding assets and the reliability of financial reports [3]. This is in line with research conducted by Saptari [3] and Ariastini [4] which states that the application of an internal control system in managing school operational assistance funds can improve the quality and reliability of financial reports and is able to prevent fraud in the financial management process of operational assistance funds school. The control system has an important role in managing state finances including the management of school operational assistance funds.

II. LITERATURE REVIEW

A. Internal Control System

The internal control system according to Government Regulation number 60 of 2008 [6] that The internal control system is an integral process of actions and activities carried out continuously by leaders and all employees to provide adequate assurance of achieving organizational goals through effective activities and efficiency, reliability of financial reporting, safeguarding state assets, and compliance with laws and regulations". According to Bastian [7], the internal control system has several main elements including: entity structure, authority system and procedures, healthy practices in carrying out duties and functions and employees are given responsibilities according to their competence, internal control is said to be good when it contains four main elements the.

B. Internal Control Objectives

The purpose of the control system is divided into two, namely internal accounting control which includes entity structure, methods and measures that are useful for maintaining wealth and reliability and internal administrative control which includes entity structure, methods and measures -a coordinated measure of efficiency and adherence to leadership policies. Well-executed internal controls will guarantee the wealth of investors and creditors by producing reliable financial reports. Generally, all definitions regarding the purpose of control lead to safeguarding assets and guaranteeing the truth regarding the entity's accounting records and books [7].

C. Elements of Internal Control According to Government Regulation Number 60 of 2008

The internal control system in government regulation number 60 of 2008 is based on the premise that the internal control system will stick throughout

the implementation of activities that are influenced by human resources and provide adequate assurance, not absolute assurance [6]. Based on this idea, elements of internal control are developed, the existing elements serve as guidelines in the implementation and benchmarks for the effectiveness of the internal control system. Government Regulation number 60 of 2008 mentions elements regarding internal control that have been practiced in government circles in various countries, these elements consist of:

1) Control Environment

The control environment reflects the attitudes and actions taken by the board of directors, management, employees/employees and other parties regarding the importance of internal control and can determine the quality of an entity (Sudarmanto et al, 2021). The principle of internal control that can be implemented on the elements of the control environment is by determining responsibility and segregation of duties [6].

1) Risk Assessment

Risk assessment is the process of identifying, analyzing and managing risks that may occur and may threaten the achievement of the goals and objectives of an entity. Risk assessment begins by establishing clear and consistent aims and objectives, then identifying risks efficiently and effectively that can hinder objectives, either from outside or from within the entity, after being identified and analyzed, the leadership formulates the necessary risk management approaches and risk control activities needed to minimize risk [8].

2) Control Activities

Control activities are policies and procedures that can help ensure the implementation of the direction of the entity's leadership which is used to reduce the risks that have been identified during the risk assessment process. Control activities have objectives at various organizational or functional levels within an entity. Entities can carry out physical, mechanical and electronic control activities as well as carry out periodic internal verification [9]. Physical, mechanical and electronic controls that exist in control activities are related to the security of assets belonging to the entity. Physical control can be carried out by using a safe deposit box to store cash and securities and can use a locked filing cabinet

to store important accounting records. Mechanical control is carried out by not giving each employee access in and out of the warehouse, installing surveillance cameras, and having a security system such as providing adequate fire extinguishers and installing fire alarms. Electronic control can be carried out by providing a code for the entity's operational activities which can only be accessed by authorized employees [9].

3) Information and Communication

Communication is a process of transferring understanding in the form of ideas or information from one person to another so that it is called a chain of information exchange. Information and communication are included in the elements of internal control. Entities must have information that is relevant and must be reliable, including financial and non-financial information related to internal and external events. Existing information must be recorded/documented and then communicated to the leadership of an entity. The government includes information and communication elements to support a good internal control system and healthy entity management [10].

Documentation activities are included in the information and communication section which can produce evidence that an economic transaction and event has actually occurred. Documentation also requires verification such as providing the signature of a person who is responsible for the transactions and events so as to facilitate identification and inspection. Documentation should be carried out when a transaction or economic event occurs, documents created during the documentation process must contain important information such as serial numbers and all contents that can be accounted for [9].

4) Monitoring

Monitoring is the process of assessing the performance of the internal control system as a giver of assurance on findings and evaluations for immediate follow-up. Monitoring is carried out through routine management activities, supervision, comparison, reconciliation, and other actions related to the implementation of tasks. Evaluations that are carried out separately are carried out through internal assessments, reviews and tests of the effectiveness of the entity's and government's internal control

systems [11]. Lathifah further explained [11] that Monitoring in internal control is carried out for various reasons from time to time. Monitoring can be carried out when the entity expands or reduces its business, new employees enter so that the entity needs to re-examine whether the existing internal controls are still feasible and effective to continue to use. Internal auditors need to provide information regarding the function and effectiveness of internal control on a regular basis.

D. Management of School Operational Assistance Funds

According to Permendikbud number 6 of 2021 school operational assistance funds (BOS) are funds used to fund non-personnel spending for primary and secondary education units as implementers of the compulsory education program and make it possible to be able to fund other activities in accordance with laws and regulations. School operational assistance funds (BOS) are received by schools at the elementary to secondary education levels. The school operational assistance fund (BOS) is managed based on the principles of flexibility, effectiveness, efficiency, accountability and transparency.

The principle of flexibility in the management of BOS funds is used to measure the suitability of the use of funds with the needs that exist in schools. Schools that use the principle of flexibility will have convenience and flexibility in managing, utilizing and optimally empowering existing resources to improve school quality [12]. Management of BOS funds with the principle of effectiveness is expected to get results and achieve the goals that have been set. Measuring the level of effectiveness in achieving a goal, namely the quality, amount and time needed to realize this goal [12]. The principle of accountability is the responsibility of the school in managing the BOS funds that have been received. The existence of this principle will oblige the school to prepare financial reports which will then be accounted for [8].

E. Framework

The internal control system plays an important role in managing school operational assistance funds. Financial management activities have a very important urgency in achieving the desired goals. Management of BOS funds if properly implemented is able to realize the country's aspirations in improving the quality and quality of education in Indonesia (Regulation of the Minister of Education and Culture Number 4 of 2021) [13]. The ideals of the state to educate the nation's life can also be achieved if the quality of education in Indonesia has

increased. The internal control system is able to minimize fraud and fraud that may arise in management activities. Management of BOS funds must be carried out in accordance with the principles of flexibility, effectiveness, efficiency, reliability and transparency. These principles can be achieved by applying the elements of internal control. The schematic of the framework is as follows:



Source: Data processed by researchers, 2022
Image 1. Framework

III. METHOD

The object of the research to be conducted is the internal control system in managing school operational assistance funds at senior high school 2 Poso. The type of research used in this research is descriptive qualitative research. Qualitative research is used because the researcher views that to find out the application of the internal control system in the management of school operational assistance funds can be revealed by using this method, where the researcher will try to understand and explore the views, knowledge, and awareness of the informants to obtain the data and information needed in the research conducted. Then it will be interpreted in a descriptive form. Primary data is a data source that contains primary data obtained directly in the field and without going through intermediaries. In this study, it contains primary data obtained directly from senior high school 2 Poso through the BOS Team consisting of school principals, school treasurers, school committees and guardian parents who manage school operational assistance funds. The primary data in this study is in the form of documentation of financial statement records on school operational assistance funds owned by senior high school 2 Poso.

Basically in qualitative research, the researcher is the main instrument. Where researchers are planners, executors, data collectors, data analyzers, data interpreters and reporters of the results of their research. Additional instruments that will be used by researchers in this study are pens, notebooks, interview question lists and mobile phones as media for image and sound documentation. In this study, data collection uses a triangulation technique which will combine data and information obtained from interviews, observation and documentation. This is done so that researchers can collect the data and information needed as well as test the credibility of the data and information obtained.

Data analysis was carried out by researchers while in the field using the following stages:

- 1) Data collection is a process of summarizing, choosing the main things, focusing on the things that are important, looking for themes and patterns and removing unnecessary things [14]

The interviews were conducted in a semi-structured manner and were carried out at Senior High Scholl Negeri 2 Poso, the informants in this study were as follows:

TABLE 1. LIST OF INFORMAN

No	Name	Position
1	Sujito Suman, S.Pd, M.Pd	Head of school
2	Hills N.L. M Bukaka, S.Pd, M.Pd	Treasurer of BOS
3	Daniel Djongihi, S.Pd	Vice principal of public relations school
4	Afan Setiawan, S.Kom	Administrative Staff
5	Bahrin, S.Pd	Admin of the asset section
6	Yorlistin Pagelaro	Students parents
7	Budi Bakti Tosadu Kaluti	Students parents

Source: Data processed by reseachers, 2022

After the interview process is completed, the researcher will make a transcript containing the information and data that has been obtained during the interview process. The transcripts that have been prepared will be reduced by separating the data/information that is needed or not, after that the researcher will enter the second process, namely, presenting the data by making research work papers.

Observation, the research process requires observation to obtain more credible data.

Observations made in this study were carried out by observing the situation that occurred at Senior High School Negeri 2 Poso, and documenting the accountability report on school operational assistance funds and the posting of bulletin boards containing information on the use of school operational assistance funds which could support research credibility.

Documentation was carried out during the research process, documentation was carried out by taking photos containing information such as organizational structure, accountability reports on school operational assistance funds and information bulletins on the use of school operational assistance funds. The documentation process is also carried out during the interview process and the researcher will use several auxiliary equipment in the form of notebooks, writing instruments, recording devices, laptops and cellphones for documentation activities.

- 2) Presentation of data is a process carried out after the researcher has finished reducing the data obtained. In this study, the process of presenting the data was carried out by making working papers containing interview manuscripts, reduction results and findings which were used as themes in the conclusion drawing process.
- 3) Drawing conclusions in this study is based on the results of the working papers that have been presented and answers the problem formulation that has been formulated at the beginning of the study.

IV. RESULTS AND DISCUSSION

A. School operational assistance (BOS) Fund Management Policies and Procedures

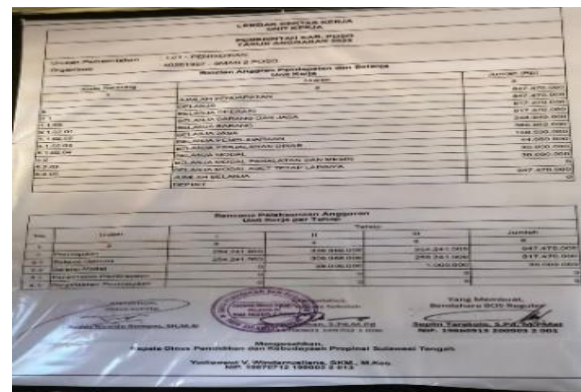
Management of school operational assistance funds at senior high school 2 Poso refers to Regulation of the Minister of Education and Culture [1] concerning technical guidelines for the management of regular school operational assistance funds, and the school does not have regulations or procedures regarding the management of school operational assistance funds, this causes senior high school 2 Poso in every management activity starting from the formation of the boss team, the preparation of the RKAS, the implementation of financing and reporting refers to technical guidelines. This causes schools to not have tools that can be used to identify and analyze risks that may occur in the school's internal environment.

B. Formation of the School operational assistance Management Team

The school boss team consists of the school principal as the person in charge, treasurer, representatives from the school committee, and representatives from guardian parents [1]. The principal as the person in charge has the authority to select and appoint members of the boss team, the head of senior high school 2 Poso selects the treasurer of the boss team by considering ability, competence and commitment to create a control environment in the school environment, however the implementation of the control environment at senior high school 2 Poso has not been implemented properly optimally, this is because in addition to the treasurer and committee appointed directly by the school, the selection of parents and guardians of students who are representatives is carried out in an ineffective manner, the random selection of members can affect the ineffectiveness of the control environment and can pose a risk, this is because the appointed guardians may have good competence and also not good, so that it can interfere with management activities, so that procedures are needed by setting criteria to reduce risks that can affect the achievement of goals.

C. Deliberation in the preparation of the RKAS

The preparation of the RKAS is carried out by holding an internal meeting with the teachers to evaluate the needs of the school, the evaluation that has been prepared is sorted according to the priority needs of the school, the results of the internal meeting will be discussed with the parents and guardians of students to obtain a joint agreement. communication between the school and parents and guardians to disseminate information related to the use of school operational assistance funds. Forms of information dissemination in the management of school operational assistance funds at senior high school 2 Poso were also carried out by posting information bulletins on the use of funds in the school lobby.



Source: Senior high school 2 Poso, 2022

Figure 2. Information on the Use of School Operational Assistance Funds

D. Mechanism of Use of Funds

Senior high school 2 Poso uses boss funds to fulfill personnel expenditures, goods and services expenditures and capital expenditures, spending activities in the implementation of financing are carried out by forming a shopping team whose task is to purchase goods and services, the shopping team that has been formed will make purchases according to plan school budget activities that have been agreed upon by all school members. However, in purchasing activities, information was obtained that the treasurer also assisted in purchasing goods and services. Based on this, it is known that in shopping or purchasing activities, the treasurer boss, who should be in charge of receiving and disbursing funds, performs multiple tasks by accompanying the shopping team in carrying out their duties. The multiple tasks performed by the treasurer are not in accordance with the law which states that the treasurer is prohibited from engaging in trading, contracting, sales of services and guaranteeing the sale of goods and services both directly and indirectly [13].

The shopping team that has made the purchase then reports to the goods receiving team to check the goods purchased by matching the proof of the transaction with the goods that have been purchased then make a report to the school principal and treasurer, then after the inspection will be recorded, recording at senior high school 2 Poso is carried out by the treasurer of the boss team and the admin of the asset section who help to input the treasurer's records into the application.

E. Reporting and Accountability

Reporting and accountability activities in senior high school 2 are carried out in a structured manner, the principal inspects each transaction by comparing the notes made along with the notes with the goods and services spent, in addition to carrying out a structured check the principal also conducts an unstructured check with carry out a surprise inspection of the treasurer admin who is in charge of inputting reporting to the government. The two inspection processes are carried out by the school principal with reference to the School Budget Activity Plan (RKAS), the school principal does not ask for reporting on the work of the boss's team. The monitoring process at senior high school 2 Poso was also carried out by the Audit Board of the Republic of Indonesia (BPK) and the Poso District Inspectorate as school external parties to monitor whether the management of school operational assistance funds was running well or not.

V. CONCLUSION

Based on the results of the research and discussion presented by the researchers in the previous chapter, the researchers obtained the

following conclusions policies and procedures for managing bos funds at senior high school 2 Poso refer to technical guidelines for managing bos funds, the school does not have internal policies and procedures for management activities within schools, this indicates that risk assessment activities have not been effective. The selection of the boss team was carried out by the school principal randomly, the school did not have a special procedure for selecting members of the boss team, this indicated that the control environment, risk assessment and control activities had not been effective. The preparation of the RKAS in senior high school 2 was carried out by holding internal meetings with teachers and deliberations with parents and guardians of students, this shows that information and communication activities have been effective. The boss treasurer at senior high school 2 Poso is very dominant in financing activities, starting from receiving funds, disbursing funds, accompanying the purchasing process, accompanying the inspection process and making records and reports. This shows that the control environment, control and monitoring activities have not been effective. The internal monitoring process at senior high school 2 Poso was carried out based on the RKAS, the school principal did not review the management of the boss's funds as the person in charge. The external monitoring process was carried out by the Inspectorate and BPK by making sudden visits and informing them of this, indicating that monitoring activities internal to the school were less effective.

VI. IMPLICATIONS

Based on the results of the analysis and discussion that has been carried out, the following are some suggestions, including:

1. The school principal and school management are expected to make internal policies and procedures related to the management of school operational assistance funds, especially in the selection of representatives of guardian parents who will become the boss team, this is so that the boss team selection system becomes more organized and easier to identify and analyze risk
2. It is hoped that schools will run a better internal control system so that multiple tasks do not occur, risks can be detected more quickly and the dissemination of information and communication is better.
3. For future researchers who will conduct the same research using the same approach and analysis tools, it is hoped that they will observe activities and activities directly

related to the implementation of school operational assistance fund management activities.

VII. RESEARCH LIMITATIONS

The limitations experienced by researchers are as follows:

1. It is difficult to obtain parents of student informants which causes the information obtained is still limited.
2. When the implementation of school research had finished carrying out the stages of managing school operational assistance funds, so that researchers had difficulties and could not make direct observations.

REFERENCES

- [1] Permendikbud RI. (2021). *Peraturan Menteri Pendidikan dan Kebudayaan Republik Indonesia Nomor 6 Tahun 2021 tentang Petunjuk Teknis Pengelolaan Dana Bantuan operasional sekolah Reguler*. Jakarta: Kementrian Pendidikan dan Kebudayaan. <https://peraturan.bpk.go.id/Home/Details/163577/permendikbud-no-6-tahun-2021>. Diakses 21 Oktober 2021.
- [2] Sulayapi, S. (2020). *Kejari Poso Tahan Kepala Senior High School 2 Poso*. *Metro Sulawesi News*.
- [3] Hery, S. E. (2019). *Auditing: Dasar-Dasar Pemeriksaan Akuntansi*. Jakarta: Gramedia.
- [4] Saptari, Y. U. (2015). *Sistem Pengendalian Intern Pemerintah (SPIP) dan Keterandalan Laporan Keuangan Pengelolaan Dana Bantuan operasional sekolah (BOS)*. Surakarta: Program Pascasarjana Universitas Sebelas Maret.
- [5] Ariastini, N. K. D., Yuniarta, G. A., & Kurniawan, P. S. (2018). *Pengaruh Kompetensi Sumber Daya Manusia, Sistem Pengendalian Internal Pemerintah, Proactive Fraud Audit, Dan Whistleblowing System Terhadap Pencegahan Fraud Pada Pengelolaan Dana Bos Se- Kabupaten Klungkung*. *JIMAT (Jurnal Ilmiah Mahasiswa Akuntansi)*, Vol. 8(2), 13–69.
- [6] Peraturan Pemerintah RI. (2008). *Peraturan Pemerintah Republik Indonesia Nomor 60 Tahun 2008 tentang Sistem Pengendalian Intern Pemerintah*. Badan Pemeriksa Keuangan.
- [7] Bastian, I. S. (2006). *Sistem Akuntansi Sektor Publik*. Yogyakarta: Erlanga.
- [8] Sudarmanto, E., Krisnawati, A., Purba, S., Revida, E., Kadar, M. G., Yasmi, Y., Harizahayu, H., Yudha, A. Z., Teri, T., & Aulia, T. Z. (2021). *Sistem Pengendalian Internal*. Medan: Yayasan Kita Menulis.
- [9] Hery, S. E. (2014). *Pengendalian Akuntansi dan Manajemen*. Jakarta: Kencana.
- [10] Handoko T. Hani. (2018). *Manajemen: Edisi 2*. Yogyakarta: Badan Penerbit Fakultas Ekonomi.
- [11] Lathifah, N. (2021). *Konsep dan Praktik Sistem Pengendalian Internal*. Solok: Insan Cendekia.
- [12] Rahayu, S. 2020. *Penganggaran Dana Bantuan operasional sekolah (Perspektif New Institutional Sociology)*. Malang: Penerbit Peneleh.
- [13] Undang-Undang RI. (2004). *Undang-Undang Republik Indonesia Nomor 1 Tahun 2004 tentang Perbendaharaan Negara*. Badan Pemeriksa Keuangan.
- [14] Sugiyono. 2015. *Metode Penelitian Pendidikan (Pendekatan Kualitatif, Kuantitatif dan R&D)*. Bandung: Alfabeta.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

