

ANALYSIS OF INTERNAL REVENUE CONTROL IN MINIMIZING UNCOLLECTIBLE RECEIVABLES (A CASE STUDY AT YAYASAN NUR ROSYIDAH MAGETAN)

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Abstrak

Penelitian ini bertujuan untuk menganalisis penerapan pengendalian internal atas pendapatan dalam meminimalkan piutang tak tertagih di Yayasan Nur Rosyidah Magetan. Penelitian ini menggunakan pendekatan studi kasus kualitatif. Data dikumpulkan melalui wawancara mendalam, observasi, dan dokumentasi yang melibatkan Ketua Yayasan, Bendahara, dan Staf Administrasi Keuangan. Analisis didasarkan pada lima komponen COSO: lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, serta pemantauan. Hasil penelitian menunjukkan bahwa pengendalian internal atas pendapatan pada umumnya telah diterapkan secara menyeluruh melalui prosedur pembayaran biaya pendidikan, pemisahan tugas, pencatatan transaksi, rekonsiliasi, pelaporan berkala, dan penagihan bertahap. Namun, penilaian risiko belum didokumentasikan secara sistematis, beberapa kebijakan masih mengandalkan komunikasi lisan, dan informasi keuangan dikelola melalui berbagai platform yang berbeda. Piutang tak tertagih terutama disebabkan oleh keterbatasan kemampuan finansial wali murid, keterlambatan pembayaran, masalah kedisiplinan pembayaran, dan hambatan komunikasi. Penelitian ini merekomendasikan penguatan pada aspek penilaian risiko, integrasi informasi, standardisasi prosedur penagihan, serta dokumentasi pemantauan.

Kata Kunci: Pengendalian Internal, Pendapatan, Piutang Tak Tertagih, COSO, Yayasan Pendidikan.

Abstract

This study aims to analyze the implementation of internal control over revenue in minimizing uncollectible receivables at Yayasan Nur Rosyidah Magetan. The study employed a qualitative case study approach. Data were collected through in-depth interviews, observation, and documentation involving the Foundation Chairperson, Treasurer, and Finance Administration

Staff. Analysis was based on the five COSO components: control environment, risk assessment, control activities, information and communication, and monitoring. The findings indicate that internal control over revenue has generally been implemented adequately through tuition payment procedures, segregation of duties, transaction recording, reconciliation, periodic reporting, and staged collection. However, risk assessment is not yet systematically documented, some policies still rely on oral communication, and financial information is maintained across several platforms. Uncollectible receivables are mainly associated with guardians limited financial capacity, delayed payments, payment discipline, and communication barriers. The study recommends strengthening risk assessment, information integration, standardized collection procedures, and documented monitoring.

Keywords: Internal Control, Revenue, Uncollectible Receivables, COSO, Educational Foundation.

A. INTRODUCTION

Non-profit organizations in the field of education still need orderly financial management even though the main goal is not to make a profit. The foundation as a legal entity engaged in social, religious, and educational fields needs to maintain accountability and operational sustainability through good resource management. One of the important aspects is education income which can cause receivables when the student's payment obligations have not been completed. Receivables have a risk of uncertainty because not all bills can be realized on time. Late payments can disrupt cash flow and operational activities, even developing into uncollectible receivables. Internal control is needed to ensure income receipt, recording, billing, and receivables monitoring are carried out regularly. The COSO framework is used because it provides five components that can be used to see the overall control.

The phenomenon can be seen at the Nur Rosyidah Magetan Foundation. Research data shows that there are receivables in SMP and MA units, including long-lived receivables. This condition shows that internal control not only needs to be directed to the handling of long arrears, but also to prevention since the first arrears appear. Previous research shows that receivables control is related to the effectiveness of billing procedures, task separation, documentation, and monitoring. However, the study that specifically analyzes the internal control of income to minimize uncollectible receivables in non-profit educational organizations in the form of

foundations is still limited. This research fills the gap by looking at the actual condition of the Nur Rosyidah Foundation through five components of COSO. The novelty of the research lies in the review of internal control of income at non-profit educational foundations with a focus on the process from revenue receipt to receivables management, as well as an in-depth analysis of the suitability of practices with the five components of COSO. With a case study approach, the study also describes the relationship between formal policies and billing practices in the field. The purpose of the research is to analyze the implementation of internal income control, identify the obstacles faced, and formulate the strengthening of controls that can be used to minimize uncollectible receivables at the Nur Rosyidah Magetan Foundation.

B. METHOD

The research uses qualitative methods with a case study approach. This approach was chosen to gain a deep understanding of the implementation of income internal control in the natural conditions of the organization. The case study is used so that the process of receiving income, recording, billing, and monitoring receivables can be understood comprehensively in the context of the Nur Rosyidah Magetan Foundation. The research was carried out at the Nur Rosyidah Magetan Foundation. Informants are chosen purposively, namely the Chairman of the Foundation, Treasurer, and Administrative/Finance Staff because they have direct involvement in income receipt, recording, supervision, and collection of receivables. Data was obtained through in-depth interviews, observations, and documentation. Interviews are used to obtain information about policies, division of tasks, risks, billing, communication, and monitoring. Observations are carried out on the process of receiving income and managing receivables. Documentation is used to check receivables data, transaction evidence, SOPs, and reports. Data analysis is done through data collection, data reduction, data presentation, and drawing conclusions. Data is grouped based on the process of receiving income, recording receivables, billing, factors causing uncollectible receivables, and five components of COSO. Data validity is done through source and technical triangulation.

C. RESULTS AND DISCUSSIONS

Overview of Income and Receivable Management

Nur Rosyidah Magetan Foundation is an Islamic education institution that manages SMP and MA education units. Income comes from educational services, ZISWAF, waqf and development donations, assistance or grants, as well as other legitimate income. The focus of the research is directed to the income of education services because the late payment of SPP is the main source of receivables. The foundation already has an SOP for the receipt of SPP income and receivables management. Payment is made through the financial department or transfer to the official account of the foundation. Transactions are recorded and proof of payment is provided to the party who made the payment. Billing is done based on overdue data with gradual communication to the student's guardian. Table 1. Receivable Data of Nur Rosyidah Magetan Foundation 2023–2025

Year	Junior High School	Islamic Senior High School	Total Receivables
2023	Rp61.804.500	Rp84.900.000	Rp146.704.500
2024	Rp61.060.000	Rp60.400.000	Rp121.460.000
2025	Rp88.091.000	Rp70.275.000	Rp158.366.000

Table 1 shows that the total receivables will increase in 2025 compared to 2024. The increase shows that the control that has been running has not fully prevented the formation of arrears. Therefore, the strengthening of control needs to be directed to prevention, not just billing after arrears occur.

Control Environment

The control environment can be seen from the involvement of the Chairman of the Foundation in financial supervision and the division of functions between the administration, financial staff, and the treasurer. The Chairman of the Foundation acts as a decision maker as well as a supervisor, the financial staff handles recording and billing, while the treasurer does verification and reporting. The practice supports the clarity of responsibility and reduces the risk of one party controlling the

entire process. Ethical values are reflected in the way the foundation does billing. Billing is done with polite language and considering the condition of the student's guardian. However, the ethical value has not been fully stated in the formal financial code of ethics so it still depends on the organizational culture and the direction of the leader.

Risk Assessment

The Foundation has recognized the risk of uncollectible receivables, especially the economic limitations of guardians, repeated delays, lack of payment discipline, and change or inactivity of contact numbers. Risks can also arise when students drop out of school without fulfilling obligations. Although risk has been recognized based on experience, risk assessment has not been carried out systematically and documented. The foundation does not have a formal classification based on the possibility and impact. Strengthening can be done by making an aging schedule and risk classification based on the age of receivables, nominal, payment history, and communication conditions.

Control Activity

Control activities are the most visible component in practice. The Foundation has implemented SPP acceptance SOP, task separation, proof of payment, transaction recording, reconciliation, and phased billing. Payment and recording are not entirely in one function.

Billing is done through WhatsApp reminders, coordination with homeroom teachers, direct communication, and warning letters for certain arrears. For student guardians who are experiencing economic difficulties, the foundation can provide a gradual payment opportunity after communication. Arrears-related policies are also used as part of controlling education services. The weakness of control activities is found in several policies that have not been fully documented, especially the follow-up criteria for old receivables, the formation of reserves, and the cancellation of receivables. Standardization is needed so that the implementation does not depend on personal decisions.

Information and Communication

Information management using PSP and Microsoft Excel applications. PSP is used for billing database, while Excel is used for recapitulation and report preparation. The use of several media provides flexibility, but also poses a risk of data differences if reconciliation is not carried out routinely. Financial information is conveyed in stages from the administrative staff to the treasurer and then to the Chairman of the Foundation. Financial reports are submitted periodically. Billing communication is done through WhatsApp, homeroom teacher, direct communication, and written letter. Inactive phone number constraints indicate the need to update contact data periodically.

Monitoring

Monitoring is done through financial inspection and periodic evaluation. The Treasurer prepares a report, while the Chairman of the Foundation supervises the financial condition and receivables. The age of receivables is used to determine the follow-up priority. However, monitoring still tends to be reactive because follow-up is more often in the form of record correction rather than system changes that prevent recurring problems. In order to comply with the COSO principle, monitoring needs to produce a documented follow-up plan. The receivables aging report can be used as a basis for the evaluation meeting and every high-risk receivables needs to have a clear follow-up status.

Factors Causing Uncollectable Receivables and Handling Efforts

Factors causing uncollectible receivables can be grouped into economic factors, payment behavior, and administrative factors. Economic limitations cause student guardians to be unable to pay as scheduled. Repeated delays extend the life of receivables, while inactive contacts hinder the billing process. The foundation's efforts include monitoring receivable data, reminders via WhatsApp, coordination with homeroom teachers, warning letters, face-to-face meetings, and installment opportunities for student guardians who are experiencing difficulties. The persuasive approach becomes an important character because the foundation still considers the sustainability of the relationship with the student's guardian.

Internal Control Effectiveness

Based on the five components of COSO, internal control of income can be considered quite effective because it has provided procedures, division of functions, information, communication, and monitoring that help control receivables. However, the effectiveness is not optimal because there are still arrears with a long life and an increase in total receivables in a certain period.

The findings show that control is stronger in the aspects of detection and handling than prevention. Therefore, improvement needs to be directed to documented risk assessment, information integration, billing standardization, and monitoring that results in corrective action.

D. CONCLUSIONS

Internal control of income at the Nur Rosyidah Magetan Foundation in general has run quite well through SPP acceptance SOP, task division, recording, reconciliation, reporting, and phased billing. The main obstacles come from the economic condition of the student's guardian, late payment, discipline, and communication barriers. Based on the five components of COSO, control has helped minimize the risk of uncollectible receivables, but not yet optimal. The main weaknesses are found in risk assessments that have not been systematically documented, certain policies that are still oral, the use of several information media, and monitoring that has not always resulted in system improvements. The limitation of research is to focus on one foundation so that the results are not intended to be generalized to all educational institutions. Further research can expand the object and use comparisons between foundations.

E. SUGGESTIONS

The foundation is advised to compile a receivable risk assessment matrix based on age, nominal, payment history, and student guardian communication conditions. The 90-day billing policy, the granting of relief, the establishment of reserves, and the cancellation of receivables need to be stated in writing. PSP and Excel data need to be reconciled regularly or directed towards a more integrated system. Monitoring should use receivables aging reports and documented follow-up plans. Researchers can further expand the object to several foundations or educational institutions and add aspects of the effectiveness of the accounting information system, risk management, and

billing effectiveness.

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