

## THE ROLE OF EDUCATION MANAGEMENT IN MANAGING THE SCHOLARSHIP PROGRAMME AND ITS IMPACT ON STUDENT ACHIEVEMENT

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### Abstract

This research explores the role of education management in the management of scholarship programmes and their impact on student achievement. Effective education management plays an important role in ensuring that scholarship programmes are transparent, fair and efficient. A proper selection process, efficient fund management, as well as additional support such as academic guidance and mentoring, are crucial elements that education management must ensure. The results showed that students receiving scholarships had higher motivation and less financial pressure, which had a positive impact on their focus and academic performance. In addition, the additional support from the scholarship programme helps students face academic challenges and develop the required skills. Thus, the role of good education management in the management of scholarship programmes not only supports individual student achievement, but also contributes to improving the overall quality of education.

**Keywords:** Role, Education Management, Scholarship Programme Management, Student Achievement.

### Introduction

Education management is a process that includes planning, organising, implementing, supervising, and evaluating various activities in an educational institution in order to achieve predetermined educational goals (Chan, 2023). The functions of education management include various aspects such as administration, finance, curriculum development, human resource management, and other factors that support the operations of educational institutions to run effectively and efficiently. The purpose of education management is to create a comfortable learning environment, improve the quality of education, and ensure that each component in the education system functions optimally (Ivanov & Dolgui, 2021).

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In a broader context, education management not only focuses on formal education institutions such as schools and universities, but also includes various non-formal and informal education programmes. Furthermore, education management also plays a role in supporting educational innovation, introducing new technologies in the teaching and learning process, and integrating educational policies with the needs of society and the world of work (Leithwood, 2021). In facing the challenges of globalisation and rapid technological advances, education management is required to be more adaptive, creative and visionary in designing sustainable education development strategies that are relevant to modern times (Nguyen et al., 2020).

Education management plays an essential role in creating a conducive academic environment, including the administration of various programmes that support student success. One initiative that is considered to be highly influential is the scholarship scheme. Scholarship schemes not only help students financially, but also provide additional motivation to achieve superior academic performance (Sitopu et al., 2024); (Guna et al., 2024).

Scholarship programmes play a crucial role in education, particularly in providing more inclusive access for students from diverse economic backgrounds to pursue higher education. With scholarship schemes, talented but fiscally disadvantaged students have the opportunity to continue their education without being burdened by high costs (Wood & Harper, 2023). This is crucial for enhancing social inclusion and ensuring that all individuals, regardless of their economic condition, have equal opportunities for quality education. In addition, scholarship schemes can also reduce school dropout rates, as students who receive financial support are more likely to continue their studies to completion (Aguinis et al., 2020).

In addition to the financial benefits, scholarship programmes also bring a range of other tangible benefits that further the academic and personal development of recipient students. Scholarships often include mentoring, training and skills development programmes, which can enhance the recipients' abilities and confidence (Son & Cho, 2020). Moreover, scholarships can play the role of additional motivation for students to achieve greater scholarly attainment, as there is a drive to maintain or improve their standing in order to continue to fulfil the scholarship criteria. This can ultimately contribute to the improvement of human capital and help create a more educated and competitive generation in the future (Aithal & Aithal, 2020).

In the age of globalisation and increasing competition, the quality of human resources is one of the key factors determining the success of a nation. Education is considered one of the most effective ways to improve the quality of these human resources. Therefore, efforts to improve access to education must continue, one of which is through the provision of scholarships. The management of educational institutions plays an important role in ensuring that the scholarship programme runs effectively and efficiently (Hairiyanto et al., 2024).

However, several obstacles are still faced in running the scholarship programme. Some of these challenges include the accuracy of the target beneficiaries, transparency in the selection process, and the effective use of the scholarship budget. Education managers need to overcome all obstacles so that the objectives of the assistance programme can be achieved properly (Aithal & Aithal, 2020).

Thus, this study is expected to make a significant contribution to improving the quality of scholarship programme management by education managers, which in turn will have a positive impact on overall student achievement.

## **Research Methods**

The study conducted in this research uses the literature research method. The literature research method, also known as literature review or literature review, is an approach used to collect, analyse, and synthesise information from various previously published sources. This method aims to understand the current situation of a particular research topic, identify research gaps, and provide a theoretical foundation and context for the study being conducted. Literature research methods are crucial in the fields of social sciences, natural sciences, humanities, and various other disciplines as they help researchers to understand the latest developments and diverse perspectives that exist within a field of research. (Waruwu, 2024); (Firman, 2018); (Afiyanti, 2008).

## **Results and Discussion**

### **Education Management**

Education management is the process of planning, organising, directing and supervising educational resources to achieve educational goals effectively and efficiently. These goals may include improving the quality of learning, school operational skills, and achieving excellent academic and non-academic standards (Huang et al., 2020). Education management combines general management principles together with the specific needs and context of education, involving a wide range of activities such as administration, curriculum development, human resource management (teachers and staff), finance, and monitoring and evaluation (Hallinger, 2020).

The concept of education management includes various interconnected aspects. The core components include strategic planning, where long- and short-term goals for the educational institution are formulated and developed; organisation, which involves hierarchical structures and effective workflows; direction, where educational managers provide motivation and guidance to personnel and students; and supervision, which includes monitoring and assessment to ensure that educational goals are achieved and standards are met (Tapalova & Zhiyenbayeva, 2022). In addition, education management also involves effective communication, participation from various stakeholders such as parents, government and the community, and the application of information and communication technology in the education process. All these

contribute to the creation of a conducive and sustainable learning environment (Maki, 2023).

Educational settings play a variety of important roles in ensuring the level and efficacy of the operations of schools or other educational bodies. One of its main tasks is planning, which involves forming strategies and determining short- and long-term goals. Proper planning ensures that resources are best utilised to achieve the set goals. Planning includes the curriculum, developing educational programmes and dividing the budget (Seyfried & Pohlenz, 2020).

In addition to planning, educational settings also play a role in organising, which involves establishing a clear and efficient organisational structure. This means defining duties and responsibilities for each staff member, creating policies and methods, and organising physical facilities (Wei et al., 2021). Guiding tasks involve motivating, leading, and communicating to ensure that individuals are moving in the same direction and working together to achieve common goals. Finally, controlling duties require education administrators to monitor and assess performance, identify areas for improvement, and provide constructive information to ensure that all processes go according to plan and quality standards are met (Shaturaev, 2021).

### **Scholarship Programme**

Scholarship programmes are financial support provided to individuals, usually students, to further their education based on various criteria such as high academic achievement, financial need, exceptional talent, or other issues (Bhaskar et al., 2021). Scholarships can be donated by various parties, including governments, educational institutions, non-profit organisations, and the private sector. The main purpose of a scholarship programme is to relieve the burden of educational expenses so that the scholarship recipient can focus on learning and self-development without having to face heavy and difficult financial pressures (Pendakur, 2023).

There are several types of Scholarship Programmes, namely; 1) Achievement Scholarships: These scholarships are awarded to students or college students who demonstrate excellent academic achievement. Admission criteria may include report card grades, standardised test results, or other learning achievements. Outstanding scholarships often cover full or partial tuition fees, and may also cover books, equipment, and living expenses. 2) Scholarships Based on Financial Eligibility: This type of scholarship is intended for students who need financial assistance to continue their education (Blankenberger & Williams, 2020). The scholarship provider will consider the financial situation of the recipient's family and provide assistance as needed. Usually, the recipient must fulfil certain academic requirements but the main focus is on financial need. 3) Scholarships Based on Special Talent or Specific Category: These scholarships are awarded based on special talents or specific categories, such as scholarships for athletes, artists, or musicians. In addition, there are also scholarships aimed at specific

groups such as sons and daughters of veterans, scholarships for women in science and technology (science, technology, engineering, and mathematics), or scholarships targeted at students from certain regions (Vrchota et al., 2020).

Scholarship programmes have been a blessing to society at large. Recipients are not only relieved of the burden of school fees but also given the opportunity to pursue quality education that previously seemed distant. Thanks to better knowledge, recipients can utilise their full potential, contributing to the advancement of science and technology and society (Baber, 2020). On the other hand, for funders such as companies and charitable organisations, supporting scholarships will help strengthen ties with the community, attract bright talents, and help advance social and economic development. Overall, scholarship programmes play an important role in achieving equal and equitable access to education and supporting the development of excellent human resources (Al-Adwan et al., 2021).

The main objective of scholarship programmes is to increase educational opportunities for individuals who are outstanding, talented, or economically challenged but have excellent academic potential. Scholarships aim to create a level playing field for all, enabling them to pursue higher education without worrying about the cost. Beyond that, scholarships often aim to attract and support talented individuals who are judged to make outstanding contributions in the fields of science, arts, sports, and others. Funders also hope that scholarship recipients will become agents of positive change in society and build a brighter future (Abuhassna et al., 2020).

The benefits of scholarship programmes are wide and varied. For recipients, scholarships provide direct benefits in the form of free or light tuition fees, so that they can focus fully on their studies. This can lead to increased achievement and self-development. Scholarships also open up access to professional networks, mentors, and career opportunities that might not have been imagined without such support (Yustika & Iswati, 2020). On the other hand, for funders such as universities, charitable organisations or companies, scholarships will help support education and the development of excellent human resources. It will also enhance their reputation as a party concerned with education and social development. Overall, scholarship programmes have a sustainable positive impact on both the recipients and the general public, by encouraging improved quality of education and better life opportunities (Zimmerman, 2023).

### **Relationship between Education Management and Scholarship Programme**

One important strategy in the management of scholarship programmes is to identify and target groups of recipients that meet the programme's objectives. Education management needs to conduct in-depth analyses to determine which groups of students need the most help or have the greatest potential in a particular field (Lunenburg & Ornstein, 2021). This can be done in collaboration with schools, local

communities, or demographic and socioeconomic data. By setting clear and fair selection criteria, scholarship programmes can be better targeted and provide maximum benefit to deserving recipients (Baker, 2021).

The process of selecting scholarship recipients should be designed to be transparent, fair and bias-free. Education management must ensure that selection mechanisms adhere to the highest ethical standards and provide equal opportunities for all eligible candidates (Hwang et al., 2021). This may include measures such as diverse selection committees, objective evaluation tools and independent audits. Clear communication of selection criteria, application procedures, and timelines for announcing results is also important to maintain public trust in the scholarship programme (Liu et al., 2021). Thus, scholarship recipients are selected based on merit and actual need.

After the awarding of scholarships, education management should implement a continuous monitoring and evaluation programme to ensure that scholarship funds are used as intended and scholarship recipients fulfil their responsibilities. This may involve periodic reporting from scholarship recipients on their academic progress, use of funds and other achievements (Iglesias-Pradas et al., 2021). Evaluation should also include feedback from scholarship recipients to assess the effectiveness of the programme and identify areas that require improvement. With close monitoring and continuous evaluation, education management can ensure that the scholarship programme is on track and delivering the expected benefits (Chen & Guo, 2020).

A key strategy is to deploy resources and build partnerships with various parties such as the government, private businesses, non-profit organisations and philanthropists. Diverse funding sources can reduce dependence on one party and build long-term stability for scholarship programmes (Bishop-Clark et al., 2023). Education management should actively seek strategic partnerships that strengthen the programme, such as working with technology companies to provide access to learning tools or with international organisations to offer scholarship opportunities abroad. With diverse funding and strong partnerships, scholarship programmes will continue to grow and adapt to tomorrow's challenges (Zeineddine et al., 2021).

For scholarship programmes to reach the desired target of potential recipients, education management must conduct effective promotion and socialisation. This could be through various communication channels such as social media, official websites, brochures, seminars, and special events on scholarships. Information on how to apply, requirements, and benefits of the scholarship should be conveyed clearly and attractively (Ratten & Usmanij, 2021). Education management can also engage alumni of scholarship recipients as ambassadors or spokespersons to share their experiences and provide inspiration to potential recipients. With effective promotion, awareness and interest in the scholarship programme will increase so that more people can take advantage of this opportunity (Oberle et al., 2020).

In addition to providing financial support, a well-managed scholarship programme should also focus on developing the personal and professional capacity of the scholarship recipients. This could be in the form of mentoring programmes, basic skills training, career workshops, and networking events. The aim is to ensure that scholarship recipients are not only academically successful, but also prepared for the challenges of the world of work and life after education (Shen et al., 2020). Education management can engage various partners from industry, academia, and experts in different fields to provide training and mentoring. Thus, scholarship recipients will have more complete competencies and be ready to contribute maximally in their respective fields (Hung et al., 2020).

Education management should ensure that there is a strong reporting and accountability system in place for the management of the scholarship programme. This includes transparent and regular financial reporting to benefactors and other stakeholders (Thompson et al., 2022). Management should also publish an annual report detailing how scholarship funds were allocated, who the recipients are, and the impact that has been achieved. With high accountability, both benefactors and scholarship recipients will feel more confident and trust in the sustainability of the programme. Good reporting is also important to build the reputation of education management as a responsible and reliable institution (Korzynski et al., 2023).

The application of technology in the management of scholarship programmes can improve efficiency and effectiveness. Education management can use advanced scholarship management applications or systems to manage the registration, selection, monitoring, and reporting processes. The system can also make it easier for potential recipients to submit applications online, upload required documents, and check the status of their applications (Reschly & Christenson, 2022). In addition, technology can assist in the analysis of scholarship recipient data to make more informed and strategic decisions. By using technology, education management not only optimises operations, but can also provide faster and more appropriate services to all relevant parties (Tubagus et al., 2023).

### **Student Achievement**

Student achievement is the result achieved by students in the teaching-learning process that can be quantified and evaluated based on certain standards. It reflects how well students understand the subject matter, as well as their ability to apply the acquired knowledge and skills in academic and non-academic contexts (Aslan & Shiong, 2023). Student achievement is not only limited to numbers or test scores, but also includes achievements in various fields such as sports, arts, leadership, and other extracurricular activities. Therefore, student achievement can be viewed as a comprehensive reflection of a student's intellectual, emotional, and social abilities (Hashim et al., 2022).

Indicators of academic achievement mainly include test scores, assignment grades, learning progress reports, and class rank. These indicators help measure students' ability to understand and master the subjects taught at school. In addition, report card grades and national or school exam results are also important measurement tools to determine students' formal academic achievement (Almeida et al., 2021). Academic achievement can be further broken down by specific indicators such as class attendance, active participation in discussions, and ability to complete projects or research. All of these provide an overview of how well students are able to fulfil set learning criteria (Leithwood, 2021).

Non-academic achievement indicators cover a wide range of aspects that are not directly related to classroom subjects but are important in the holistic development of students. These include achievements in extracurricular activities such as leadership in student organisations, awards in arts and sports competitions, involvement in social and community activities, and interpersonal abilities and other soft skills (Gopal et al., 2021). These skills can be measured through awards or certificates earned, feedback from teachers or coaches, and self- and peer assessment. Non-academic indicators help in understanding students as balanced and harmonious individuals, who not only excel in academics but also have good social, emotional and physical abilities (Stanitsas et al., 2021).

Internal factors are factors that come from within the students themselves and have a great influence on their achievement. The first factor is motivation; students who have high motivation tend to try harder and be consistent in their learning. The second is cognitive ability which includes intelligence, memory, and the ability to understand concepts or subject matter (Nieuwoudt, 2020). The third factor is physical and mental health conditions; good health allows students to follow the learning process optimally, while good mental health helps students deal with academic stress and pressure. Effective learning strategies and time management skills are also important factors that can help students achieve optimal performance (Kwan, 2020).

External factors include various aspects outside of students that can have an impact on their achievement. The family environment, including support from parents and economic conditions, greatly affects students' motivation and learning opportunities. The role of parents in motivating and assisting while learning has a significant positive impact (Ladson-Billings, 2020). Apart from the family, the school environment also has a big influence, such as the quality of teachers, educational facilities and a conducive academic climate. Support and interaction from peers and learning communities can also boost student morale and motivation. The last factor is the social and cultural environment, which can include access to educational resources and the values instilled by the surrounding community regarding the importance of education (DeMatthews et al., 2020).



Scholarship programmes have a significant influence on student achievement, both directly and indirectly. Directly, scholarships often provide financial incentives that can reduce economic pressure for students and their families. This allows students to focus more on learning and academic activities without having to worry about tuition fees, books, or other daily needs (Bradley, 2021). Scholarships also often come with certain academic requirements that encourage students to maintain or improve their performance to continue to qualify for the scholarship. With this financial support in place, students have more opportunities to access educational resources, such as additional tutoring or better study aids, all of which can improve their academic performance (Turnbull et al., 2020).

Besides the financial impact, scholarship programmes also have an important psychological and motivational impact. Students who receive scholarships often feel more valued and motivated to continue achieving because they feel that others recognise and support their potential. This increased confidence can encourage students to set higher goals and work harder to achieve them (Wickert et al., 2021). In addition, some scholarship programmes also offer mentoring and alumni networks that can provide additional guidance and motivation. With access to these non-financial resources, students can develop additional skills and gain greater insight into future opportunities, which in turn positively affects their academic and non-academic performance (Chandra, 2021).

The existence of a scholarship programme can also create a healthy competitive environment among students. Knowing that there are awards in the form of scholarships for those who excel can spur students to try harder in achieving good academic results. This competitive environment does not only affect the scholarship recipients, but also all students in the same school or institution. This can improve overall academic standards, as students are motivated to compete in a positive and rewarding environment (Hillmann & Guenther, 2021).

In addition, scholarship recipients often act as models for their peers. The success achieved through the scholarship programme can inspire other students to try harder and also seek similar opportunities. The education and character development experienced by scholarship recipients can serve as an impetus for their educational communities to continuously improve the quality of teaching and learning (Ortagus et al., 2020). Thus, scholarship programmes not only benefit the individual recipients, but also have a wider impact on the academic climate and learning communities at large.

## **Conclusion**

Effective management of scholarship programmes requires a strong and structured education management role. Good education management will ensure a transparent, fair and targeted selection process, so that scholarships can be awarded to students who truly need and deserve them. In addition, good management should

also ensure efficient and appropriate management of scholarship funds, as well as providing additional support such as academic guidance and mentoring for scholarship recipients. With a professional and efficient management system, the scholarship programme can run smoothly and achieve its main goal, which is to improve students' access to education and academic achievement.

The impact of good education management on the scholarship programme is significant in influencing student achievement. Students who receive scholarships tend to have higher motivation and less financial pressure, which in turn helps them to focus and perform better in academics. In addition, additional support such as guidance and mentoring can help students in facing academic challenges and developing the required skills. Overall, the role of effective education management in the management of scholarship programmes not only supports individual student achievement, but also contributes to improving the overall quality of education.

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