

## The Influence of the Finance and Logistics Departments of the OSIS at SMA Labschool Kebayoran on the Managerial and Entrepreneurial Skills of Members

Anandasha Parameswara

SMA Labschool Kebayoran, Indonesia

Email: Anandashaparameswara10@gmail.com

---

### KEYWORDS

OSIS, Finance Department, Logistics Department, managerial skills,

---

### ABSTRACT

*OSIS* plays a pivotal role in shaping students' leadership and organizational skills, and the Finance and Logistics Departments, being integral to managing resources for various student activities, offer practical experiences that are believed to enhance these skills. This research examined the influence of the Finance and Logistics Departments of the *OSIS* (Intra-School Student Organization) at *SMA Labschool Kebayoran* on members' managerial and entrepreneurial skills during the 2024–2025 period. A survey using a Likert scale questionnaire was distributed online via Google Forms to active members of these departments, employing purposive sampling and descriptive statistical analysis to quantify responses. The results revealed strong agreement among respondents (77.8%–88.9% strongly agreed) that involvement enhanced managerial competencies such as decision-making, strategic planning, interpersonal communication, and team influence, while entrepreneurial skills improved through practical experiences such as sponsor sourcing, vendor management, risk-taking, and innovation (55.6%–88.9% agreement). Supporting factors included school guidance and intermember cooperation, whereas inhibiting factors encompassed time constraints, funding challenges, and limited experience. Overall, participation in these departments significantly fostered leadership, professionalism, and an entrepreneurial mindset among high school students, positioning *OSIS* as a vital platform for skill development.

---

Attribution-ShareAlike 4.0 International (CC BY-SA 4.0)



---

## INTRODUCTION

The Intra-School Student Organization (OSIS, Organisasi Siswa Intra Sekolah) is an official organization that accommodates various student activities at school (Hadi & Setiawan, 2020; Rahmawati, 2019). The Student Council plays an important role in shaping the character, leadership, and managerial and entrepreneurial skills of its members (Sullivan & Hein, 2019; Mahmud & Hidayat, 2021). Within the structure of the Student Council, each division has different duties and responsibilities, one of which is the Funds and Logistics Division, which plays a role in managing finances and resources to support the implementation of various programs and activities (Yusuf & Sulaiman, 2020). The success of this division depends heavily on the ability of its members to plan, organize, and execute financial and logistical management strategies effectively (Adams & Johnson, 2021; Hasan & Rasyid, 2022). Therefore, the experience gained in this division is believed to have a positive impact on the managerial abilities and entrepreneurial spirit of Student Council members (Halim & Purnama, 2020; Jamil & Ibrahim, 2021).

SMA Labschool Kebayoran is known as one of the schools that has an active and well-structured Student Council system. Every year, the Student Council of SMA Labschool Kebayoran organizes various activities that require effective fund and logistics management, such as art performances, social service programs, seminars, and leadership development programs. One example of a work program is SKYAVENUE, an art performance held annually at SMA Labschool Kebayoran (Jeon et al., 2022).

In its implementation, members of the Funds and Logistics Division have the primary responsibility of ensuring the availability of sufficient funds, preparing budgets effectively, and managing the organization's income and expenditures. In addition, this division is also responsible for establishing cooperation with external parties such as sponsors and donors, which serve as important sources of funding for Student Council activities (Lovell & Mallinson, 2025; Mao, 2026; Tereshchenko et al., 2024; Vogel et al., 2024).

Fund and logistics management activities within the Student Council provide valuable experience for members in understanding the concepts of financial management, strategic decision-making, and the preparation of transparent and accountable financial statements. In addition, involvement in this division also develops negotiation, communication, and leadership skills, which are important aspects of entrepreneurship. Student Council members involved in this division learn how to manage budgets wisely, find creative solutions for obtaining funding, and manage logistics for various activities. These experiences can be highly beneficial for them in the future, both in the professional world and in building their own businesses.

Various previous studies have identified the influence of organizations on the development of students' managerial and entrepreneurial skills. For example, according to Suryana (2011), involvement in organizations can improve decision-making and strategic planning skills. In addition, research by Qotimah et al. (2024) shows that students' entrepreneurial skills can develop through activities that involve negotiation and resource management. Research by Handoko (2011) emphasizes that managerial skills are not only theoretical but also involve practical application in the field, as occurs in the management of Student Council work programs. Research by Winardi (1995) also found that managerial skills developed through student organizations play a role in shaping students' character and leadership at school.

However, even though the Funds and Logistics Division has a very important role, there are still various challenges faced by Student Council members in carrying out their duties. Some of these include limited available funds, a lack of experience in managing large-scale budgets, and difficulties in establishing cooperation with external parties. In addition, not all Student Council members have a sufficient understanding of the basic principles of financial management and entrepreneurship; therefore, they often need to learn directly through practical experience in the field.

This research will identify the challenges faced and seek solutions to improve the effectiveness of fund and logistics management within the Student Council. Through this research, it is expected that more in-depth insights will be provided into the role of student organizations in shaping managerial and entrepreneurial skills, as well as recommendations that can be applied to improve the quality of student leadership and professionalism in the school environment.

This study was formulated to analyze the influence of the activities and responsibilities of the Student Council at SMA Labschool Kebayoran on the managerial and entrepreneurial abilities of its members. The main questions addressed are whether the Funds and Logistics Division affects managerial ability and entrepreneurial ability, as well as what supporting and inhibiting factors influence the improvement of these two abilities. The objective is to analyze the extent of its influence on the managerial and entrepreneurial abilities of members and to identify supporting and inhibiting factors through activities in this division. The benefits of this research for the author include fulfilling the requirements of the Indonesian final project, gaining experience in preparing clear, systematic, and objective scientific papers, and acquiring additional knowledge about managerial practices, entrepreneurship, the operational system of the Funds and Logistics Division of the Student Council, and its influence. For readers, this research is expected to provide a deeper understanding of managerial and entrepreneurial skills, the operational system of the Funds and Logistics Division, its influence on members' abilities, and the supporting and inhibiting factors involved in participating in this division. With this research, it is hoped that deeper insights can be provided into the role of student organizations in shaping managerial and entrepreneurial skills, as well as recommendations that can be applied to improve the quality of student leadership and professionalism in the school environment.

## **METHOD**

The author conducted a survey by distributing a closed-ended questionnaire as the main instrument for data collection. The questionnaire was prepared in the form of statements related to managerial and entrepreneurial skills, with responses measured using a Likert scale (strongly agree, agree, neutral, disagree, strongly disagree). The questionnaire was distributed through an online platform (Google Forms).

This research was carried out from December to July 2025. The research and data collection were conducted at SMA Labschool Kebayoran. The object of this research was the Student Council Funds and Logistics Division of SMA Labschool Kebayoran and the Student Council members involved in it, with a focus on identifying the influence of their activities on managerial skills and entrepreneurial spirit through their role in financial management in Student Council activities.

The data collection technique used in this study was purposive sampling, in which the sample followed the number of Student Council members of SMA Labschool Kebayoran who were active during the 2024/2025 period and involved in the Funds and Logistics Division. The author used a data analysis technique in the form of descriptive statistics. Descriptive statistical analysis is a technique in which data are measured and analyzed in numerical form based on the percentage results of the questionnaire. This method also included presenting information that could be calculated directly.

## **RESULTS AND DISCUSSIONS**

The questionnaire results of the respondents make the analysis supporting data for the author, the questionnaire is divided into 3 large parts that are patterned to help the author to be able to answer each problem formulation in Chapter 1. The first part that will be discussed is Managerial Ability, then continued with the second part, namely Entrepreneurial Ability, and

the last part discusses the supporting and inhibiting factors in becoming a Member of the Fund and Logistics Sector.

### 1. Managerial Skills

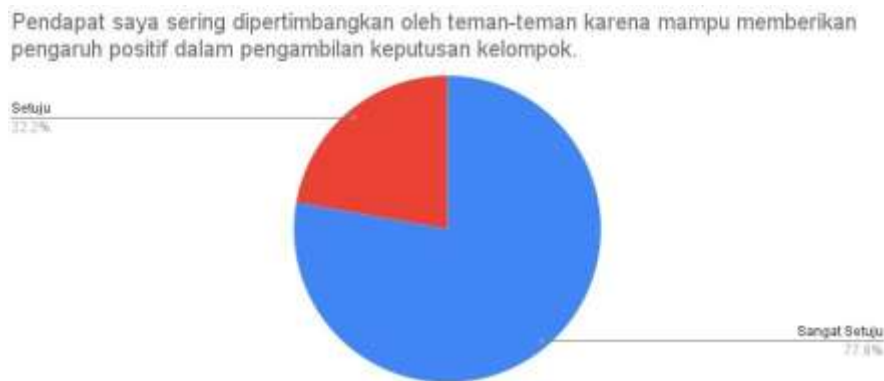


Diagram 01

**Diagram 1.** This diagram shows the percentage of respondents who agree that their opinions are often considered by peers due to their ability to positively influence group decision-making.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

According to the diagram above, as many as 77.8% of respondents strongly agree that respondents' opinions are often considered by friends because they are able to have a positive influence on group decision-making, followed by the remaining 22.2% also agree with the statement.

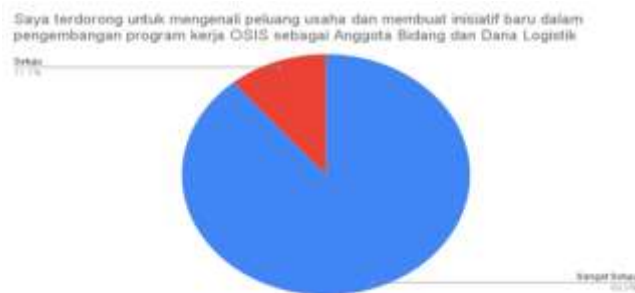


Diagram 02

**Diagram 2.** This diagram illustrates the agreement level of respondents on being encouraged to recognize business opportunities and initiate new programs as part of the Finance and Logistics Division.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

Based on the diagram above, as many as 88.9% of respondents strongly agree that respondents are encouraged to recognize business opportunities and make new initiatives in the development of student council work programs as Members of the Fund and Logistics Sector, the remaining 11.1% also agree with this statement.

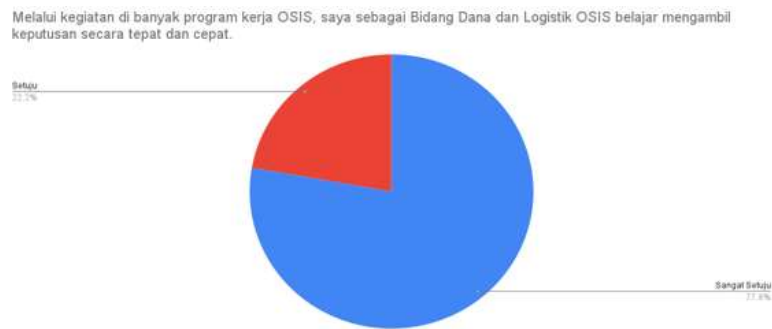


Diagram 03

**Diagram 3.** This diagram presents how respondents agree that they learned to make decisions quickly and appropriately through participation in various student council work programs.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

Referring to the diagram above, as many as 77.8% of respondents strongly agreed that through activities in many student council work programs, respondents as the Student Council Fund and Logistics Division learned to make decisions appropriately and quickly. The remaining 22.2% also agreed.



Diagram 04

**Diagram 4.** This diagram shows the respondents' agreement on practicing strategic thinking, interpersonal communication, and resilience by being part of the Finance and Logistics Division.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

According to the diagram above, as many as 77.8% of respondents strongly agreed that becoming a Member of the Fund and Logistics Division made respondents practice strategic mindset, interpersonal communication, and resilience in facing opposition in their daily lives. The remaining 22.2% also agreed with the statement.

Pengalaman sebagai Anggota Bidang Dana dan Logistik dalam setiap program kerja OSIS meningkatkan pengetahuan saya dalam perencanaan strategis, penjadwalan kegiatan, pengaturan sumber daya manusia, serta pengambilan keputusan.

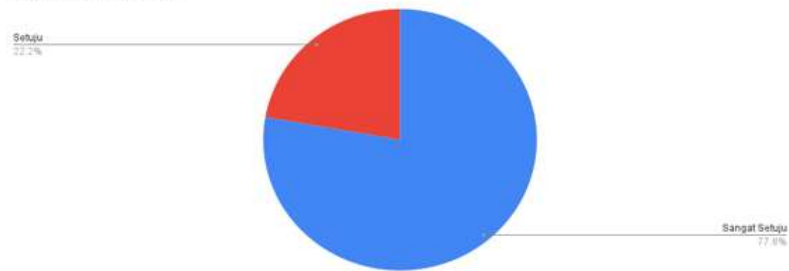


Diagram 05

**Diagram 5.** This diagram highlights respondents' agreement that their experience as members of the Finance and Logistics Division enhanced their knowledge in strategic planning, scheduling, human resource management, and decision-making.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

Referring to the diagram above, as many as 77.8% of respondents strongly agree that Experience as a Member of the Fund and Logistics in each student council work program increases respondents' knowledge in strategic planning, activity scheduling, human resource management, and decision-making. Then some of the rest, namely 22.2%, also agreed with the statement.

## 2. Entrepreneurial Ability

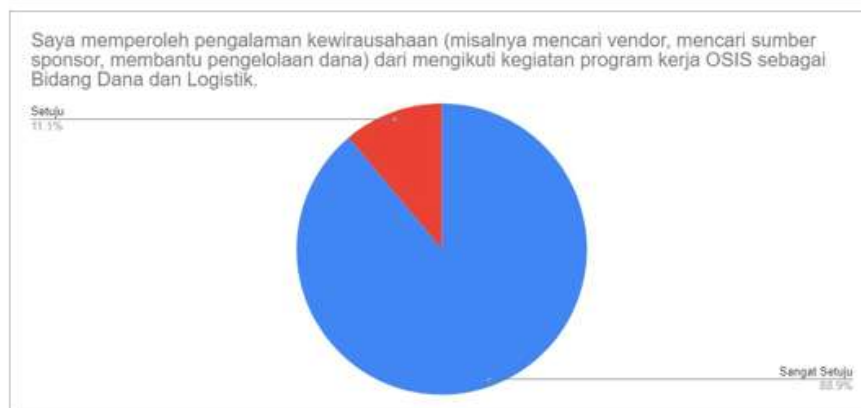


Diagram 06

**Diagram 6.** This diagram shows how respondents agree that they gained entrepreneurial experience, including finding vendors and managing funds, through their involvement in student council activities.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

According to the diagram above, as many as 88.9% of respondents strongly agreed that respondents gained entrepreneurial experience (e.g. finding vendors, finding sponsorship sources, helping with fund management) from participating in the activities of the student council work program as the Field of Funds and Logistics. The remaining 11.1% also agreed with the statement.

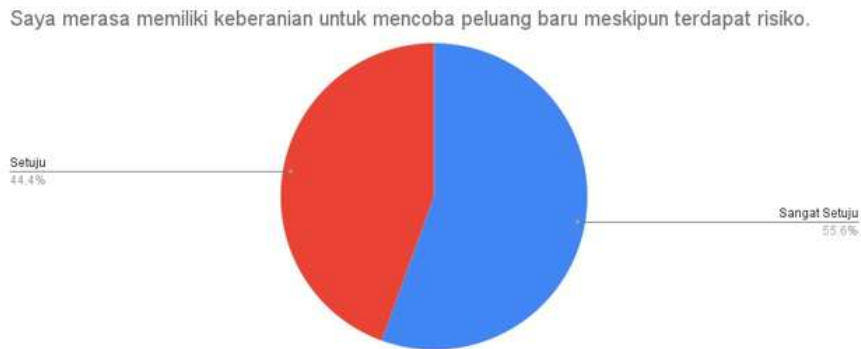


Diagram 07

**Diagram 7.** This diagram illustrates respondents' agreement with having the courage to try new opportunities despite the risks.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

Based on the chart above, 55.6% of respondents strongly agreed that respondents felt they had the courage to try new opportunities despite the risks. The remaining 44.4% also agreed with the statement.

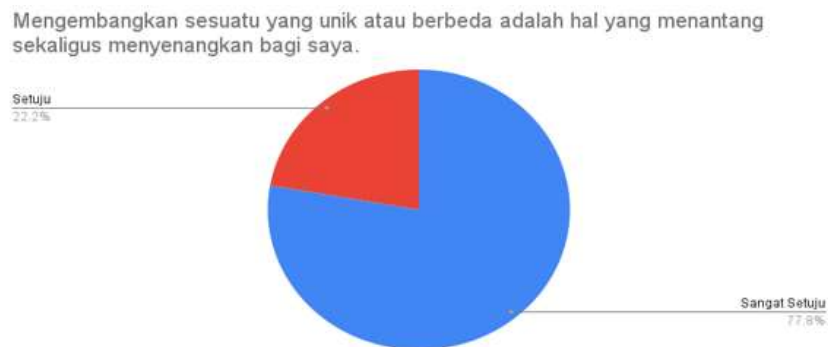


Diagram 08

**Diagram 8.** This diagram demonstrates respondents' agreement with finding it both challenging and enjoyable to develop unique or different ideas.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

According to the chart above, as many as 77.8% of respondents strongly agree that developing something unique or different is both challenging and fun for respondents, followed by the remaining 22.2% also agreeing with this statement.



Diagram 09

**Diagram 9.** This diagram shows how respondents agree that the entrepreneurial guidance they received helped motivate them to start their own business.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

Referring to the diagram above, as many as 55.6% of respondents strongly agreed that the entrepreneurial guidance and guidance that respondents received helped respondents be more motivated to try their business. Then there were 33.3% of respondents who also agreed, followed by 11.1% of respondents who felt neutral about the statement.

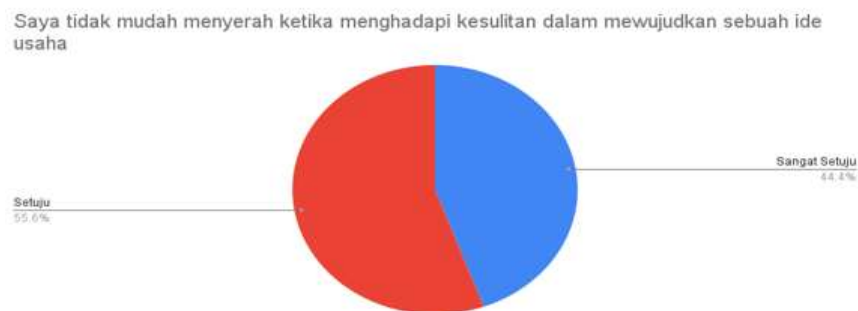


Diagram 10

**Diagram 10.** This diagram illustrates respondents' agreement with not giving up easily when facing challenges in implementing business ideas.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members.

According to the diagram above, as many as 44.4% of respondents strongly agree that respondents do not give up easily when facing difficulties in realizing a business idea, then continued with the remaining 55.6% also agree with the statement.

### 3. Supporting and Inhibiting Factors for Becoming a Member of the Fund and Logistics Sector



Diagram 11

**Diagram 11.** This diagram demonstrates respondents' views on the support from schools (teachers, coaches, and facilities) as a contributing factor to smoothening their involvement in the Finance and Logistics Division.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members.

Based on the diagram above, as many as 33.3% of respondents strongly agree that respondents feel that support from schools (teachers, coaches, and facilities) helps to smooth out becoming a member of the Fund and Logistics Division.

The remaining 55.6% also agreed with the statement. Then followed by 11.1% who are neutral.

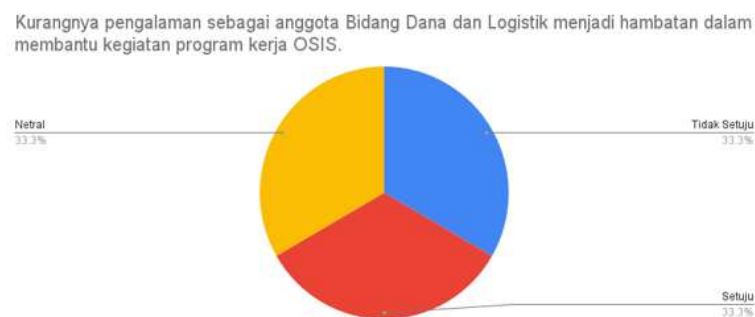
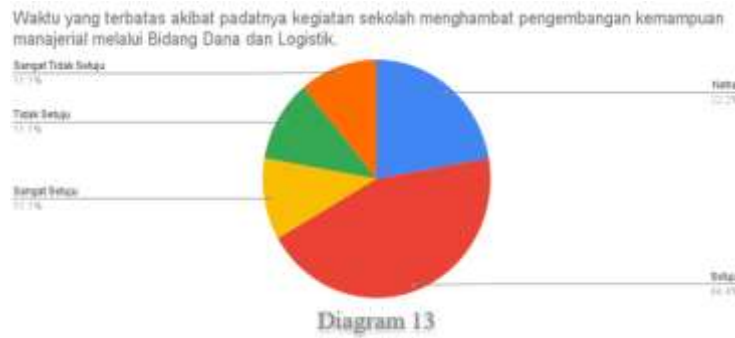


Diagram 12

**Diagram 12.** This diagram shows respondents' responses to the statement about the lack of experience being an obstacle in helping with student council work programs.

*Source:* Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

Referring to the diagram above, as many as 33.3% of respondents agreed that the lack of experience as a member of the Fund and Logistics Sector is an obstacle in helping the student council work program. The remaining 33.3% of respondents were neutral, and finally 33.3% disagreed with the statement.



**Diagram 13.** This diagram illustrates respondents' agreement that limited time due to busy school activities hinders the development of managerial skills in the Finance and Logistics Division.

Source: Data from the 2024 survey of SMA Labschool Kebayoran OSIS members

According to the diagram above, as many as 11.1% of respondents strongly agreed that limited time due to busy school activities hindered the development of managerial skills through the Field of Funds and Logistics, followed by 44.4% also agreeing with this statement. Followed by 22.2% of neutral respondents, then 11.1% of respondents disagree, and finally 11.1% of respondents strongly disagree with the written statement.



**Diagram 14.** This diagram presents respondents' agreement that cooperation between student council members and the Finance and Logistics Division is crucial for the success of student council activities.

Source: Data from the 2024 survey of SMA Labschool Kebayoran OSIS member

Referring to the diagram above, as many as 55.5% of respondents strongly agreed that cooperation between student council members and the Funds and Logistics Sector as a committee in the student council work program, became an important factor in the success of the student council work program activities, followed by the remaining 44.4% also agreeing with the statement.



**Diagram 15.** This diagram shows respondents' agreement regarding difficulties in finding funding sources for work programs as one of the challenges faced by members of the Finance and Logistics Division

Source: Data from the 2024 survey of SMA Labschool Kebayoran OSIS members.

Based on the diagram above, as many as 22.2% of respondents strongly agree that difficulties in finding funding sources in a work program are problems that are often faced as members of the Fund and Logistics Sector, followed by 44.4% also agreeing with this statement. Followed by 22.2% of neutral respondents, then finally 22.2% of respondents strongly disagree with the stated statement.

#### 4. Managerial Skills

Based on the results of the survey given, it indicates that most of the Members of the Fund and Logistics Division strongly agree that the respondents' opinions are often considered by friends because they are able to have a positive influence on group decision-making. It is evidenced by 77.8% of respondents strongly agreeing with the statement given, and 22.2% of respondents also agree. This is with the theory from Selfiana & Takrim (2022) where five dominant managerial competencies are mentioned: strategic thinking, ideation, responsibility, communication, and the ability to influence the team. The point emphasized in the statement is in the ability to influence the team, meaning that most of the respondents, namely members of the Fund and Logistics Division, have begun to fulfill one of the five managerial competencies, namely the ability to influence the team

The survey results show that most of the Members of the Fund and Logistics Division strongly agree that respondents are encouraged to recognize business opportunities and make new initiatives in the development of the student council work program as Members of the Fund and Logistics Division. This statement is evidenced by 88.9% of respondents stating that they strongly agree with the statement, and followed by 11.1% also agree. With the answers from the respondents, the statement is in line with the statement from Handoko (2011) where planning is the process of determining organizational goals and the best way to achieve them, in this case including recognizing opportunities and making program plans.

Based on the survey, most members of the Fund and Logistics Division strongly agreed that through activities in many student council work programs, respondents as the Student Council Fund and Logistics Division learned to make decisions appropriately and quickly. This statement was assisted by 77.8% of respondents who strongly agreed with the statement, and supported by 22.2% who also agreed. Where the results of the statement are in line with the theory of Nur Aisyah and Ardiana (2024), namely managerial skills are not only related to

theory, but also include practical application in the field, such as in the management of student council work programs. Through this experience, students can learn about strategic planning, activity scheduling, human resource management, and decision-making. The point that is used as question material is in the decision-making section, meaning that the respondent as a member of the Fund and Logistics Division proves that the respondent learns to make decisions appropriately and quickly.

Based on the survey, most members of the Fund and Logistics Division strongly agreed that being a member of the Fund and Logistics Division made respondents train strategic mindset, interpersonal communication, and resilience in facing daily challenges. This statement was assisted by 77.8% of respondents who strongly agreed with the statement, and supported by 22.2% who also agreed. This is in line with the statement from Nur Aisyah and Ardiana (2024) that adolescents' involvement in organizations will accelerate the development of strategic mindsets, interpersonal communication, and resilience in facing challenges. This means that by becoming a member of the Funds and Logistics Division, the development of adolescents in the mentioned parts can exceed that of other adolescents.

The results of the survey stated that most of the members of the Fund and Logistics Division strongly agreed that the experience as a Member of the Fund and Logistics Division in each student council work program increased the respondents' knowledge in strategic planning, activity scheduling, human resource management, and decision-making. This statement was supported by 77.8% of respondents who strongly agreed with the statement, followed by 22.2% of respondents who said they agreed. The above statement is supported by the theory of Nur Aisyah and Ardiana (2024), managerial skills are not only related to theory, but also include practical application in the field, such as in the management of student council work programs. Through this experience, students can learn about strategic planning, activity scheduling, human resource management, and decision-making.

## **5. Entrepreneurial Ability**

Based on the results of the survey given, it indicates that most of the Members of the Fund and Logistics Division strongly agree that the respondents gained entrepreneurial experience (for example, looking for vendors, finding sponsorship sources, helping with fund management) from participating in the activities of the student council work program as the Fund and Logistics Sector. It is evidenced by 88.9% of respondents strongly agreeing with the statement given, and continued by 11.1% of respondents also agree. This is in accordance with the theory according to Khusnul Qotimah et al. (2023) The development of an entrepreneurial spirit in adolescents can be carried out through concrete activities in the organization, one of which is through the field of funds and logistics of the Student Council.

Through activities such as fundraising, school bazaars, sponsor searches, and social projects, students practice creative thinking, risk-taking, and negotiation. The survey results show that most of the Members of the Fund and Logistics Division strongly agree that respondents feel that they have the courage to try new opportunities despite the risks. This statement is evidenced by 55.8% of respondents stating that they strongly agree with the statement, and followed by 44.4% also agreeing. This means that the results of the survey in this statement are in accordance with the theory from Harwina et al. (2017) The development of an entrepreneurial spirit in adolescents involves efforts to cultivate a creative, innovative, risk-taking, and confident attitude in running a business, the part that is more emphasized and

taken from the theory is the part of daring to take risks. This is also evidenced by several photos related to fundraising, school bazaars, sponsor searches, and social projects.

BATCH V (Hampers Ramadan)					
Pemasukan		Pengeluaran		Rekapitulasi	
Pembayaran	Jumlah	Pembayaran	Jumlah	Pemasukan	
Pemasukan	Rp4,511,000	Modal	Rp3,504,486	Pengeluaran	Rp3,504,486
<b>Total</b>	<b>Rp4,511,000</b>	<b>Total</b>	<b>Rp3,504,486</b>	Surplus	Rp1,006,514
				Hasil Bagi	Rp503,257
				<b>PROGRESS</b>	<b>Rp12,309,858</b>

BATCH VI (Sourdough + Gemblong)					
Pemasukan		Pengeluaran		Rekapitulasi	
Pembayaran	Jumlah	Pembayaran	Jumlah	Pemasukan	
Transfer PO	Rp1,190,000	Sourdough	Rp900,000	Pengeluaran	Rp1,337,500
Transfer OTS	Rp210,000	Gemblong	Rp437,500	Surplus	Rp947,500
Cash	Rp535,000				
Pending	Rp350,000				
<b>Total</b>	<b>Rp2,285,000</b>	<b>Total</b>	<b>Rp1,337,500</b>	<b>PROGRESS</b>	<b>Rp13,257,358</b>

**Figure 1.** Some Progress Funding Recapitulations for SKYAVENUE 2025 activities  
*Source:* Documentation from the Finance and Logistics Division of SMA Labschool Kebayoran, 2024

Pertamina
PT Telkom
BY.U
ALDEOZ
PT JIEP
PIM

**Figure 2.** Some of the companies that are sponsors for the Student Council of Labschool Kebayoran  
*Source:* Documentation from the Finance and Logistics Division of SMA Labschool Kebayoran, 2024



**Figure 3.** The work program carried out by the Fund and Logistics Division at the Student Council of SMA Labschool Kebayoran for the 2024-2025 period  
*Source:* Documentation from the Finance and Logistics Division of SMA Labschool Kebayoran, 2024

Based on the survey, most members of the Finance and Logistics Division strongly agreed that developing something unique or different is both challenging and fun for respondents. This statement was assisted by 77.8% of respondents who strongly agreed with the statement, and supported by 22.2% who also agreed. Agreeing with Thomas Zimmerer (1996), in Suryana, 2003) emphasizes that entrepreneurship is the process of applying creativity and innovation to solve problems and take advantage of daily opportunities with the courage to face risks and hard work to build a business. By developing something unique or different and making it a challenge, respondents begin to do what Thomas Zimmerer explains, which is to take advantage of everyday opportunities by applying creativity and innovation.

Based on the survey, most members of the Finance and Logistics Division strongly agreed that the entrepreneurial guidance and guidance that respondents received helped respondents be more motivated to try their hand at business. This statement was helped by 55.6% of respondents answering strongly in agreement with the statement, and supported by 33.3% also agreed. However, there are also those who have a neutral opinion on this statement, as much as 11.1%. In line with the findings of Goswami and Underwood (2022), true entrepreneurship is not limited by age. They emphasized that "young age is not a barrier to innovation, in fact the enthusiasm and courage of young people are the greatest asset in building something impactful." This statement shows that teenagers also have great potential in the world of entrepreneurship if given the right space and support. So being given the right space and support can help respondents who are also teenagers to further explore the world of entrepreneurship

The survey results stated that most members of the Fund and Logistics Division agreed that respondents do not give up easily when facing difficulties in realizing a business idea. This statement was supported by 44.4% of respondents who strongly agreed with the statement, followed by 55.6% of respondents who said they agreed. According to Suryana (2011) an entrepreneur has a tough mentality, is not easily discouraged, and has the spirit to get back up after facing failure, meaning that by becoming a member of the Fund and Logistics Sector, you can train individuals to become entrepreneurs who have a tough mentality, are not easily discouraged, and have the spirit to get back up after facing failure.

## **6. Supporting and Inhibiting Factors for Becoming a Member of the Fund and Logistics Sector**

### **a. Supporting Factors**

According to the survey, as many as 33.3% of respondents strongly agreed and 55.6% agreed that respondents felt that support from schools (teachers, coaches, and facilities) helped smooth in becoming a member of the Fund and Logistics Sector. However, there are also 11.1% of respondents who are neutral.

The survey results stated that the cooperation between Student Council members and the Funds and Logistics Sector as a committee in the Student Council work program is an important factor in the success of the Student Council work program activities. This statement was supported by 55.6% of respondents who strongly agreed with the statement, and continued with 44.4% of respondents stating that they agreed.

### **b. Inhibiting Factors**

Based on the survey conducted on the statement, the lack of experience as a member of the Fund and Logistics Division is an obstacle in helping the activities of the student council

work program. A definite conclusion could not be drawn because 33% agreed, while there were also 33% who were neutral, while 33.3% disagreed with it.

Based on a survey conducted by most members of the Fund and Logistics Division, they agreed that the limited time due to the density of school activities hindered the development of managerial skills through the Fund and Logistics Division. This statement was assisted by 11.1% of respondents who strongly agreed, then 44.4% of respondents agreed, followed by 22.2% of respondents who felt neutral. However, there are also those who disagree and strongly disagree, as many as 11.1% and 11.1%.

From the survey, the majority of respondents agreed (44.4%) with the statement of difficulty in finding funding sources in a work program, which is a problem that is often faced as a member of the Fund and Logistics Sector, supported by 22.2% of respondents who strongly agree. However, there are also 22.2% of respondents who feel neutral, and the remaining 22.2% disagree with the statement.

## CONCLUSION

Involvement in the Student Council Funds and Logistics Division had a significant influence on the development of members' managerial skills, particularly in decision-making, strategic planning, interpersonal communication, and teamwork, as reflected in the high percentage of respondents who agreed or strongly agreed with statements related to these competencies. Members' entrepreneurial abilities were also developed through practical experiences such as seeking sponsors, managing funds, and initiating work program development, demonstrating that school organizations can serve as an early platform for fostering an entrepreneurial spirit among students. Supporting factors, including guidance from the school and effective cooperation among Student Council members, strengthened the role of the Funds and Logistics Division, while inhibiting factors such as time constraints and the limited experience of new members affected the effectiveness of program implementation. Overall, participation in the Student Council Funds and Logistics Division not only enhanced members' technical and managerial competencies but also contributed to the development of leadership character and professionalism within the context of school organizations. Future research is recommended to examine similar organizational roles in different schools or educational contexts and to explore additional variables—such as leadership style, training programs, or organizational culture—that may further influence the development of students' managerial and entrepreneurial skills.

## REFERENCES

- Adams, R., & Johnson, S. (2021). Leadership development in student organizations: Impact on managerial and entrepreneurial skills. *Journal of Educational Leadership*, 33(2), 155–168. <https://doi.org/10.1016/j.jel.2021.01.007>
- Goswami, S., & Underwood, Q. (2022). *The young entrepreneur: When age doesn't prevent us from working*.
- Hadi, S., & Setiawan, R. (2020). Student organizations as leadership training grounds: A case study from Indonesian schools. *Journal of Student Development*, 35(4), 299–311. <https://doi.org/10.1007/s11682-020-00325-0>
- Halim, M., & Purnama, T. (2020). Enhancing leadership and managerial skills through student councils in Indonesian schools. *International Journal of Leadership and Education*, 28(1),

- 60–73. <https://doi.org/10.1080/13603124.2020.1826262>
- Handoko, T. H. (2011). *Management*. BPFÉ.
- Harwina, Y., et al. (2017). The influence of courage to take risks and creativity in producing products on students' confidence in starting a business. *Journal of Competitiveness*.
- Hasan, A., & Rasyid, R. (2022). Student councils and entrepreneurship: Building future leaders through school-based organizations. *Journal of Educational Management and Innovation*, 22(3), 42–55. <https://doi.org/10.1080/02784931.2022.1921098>
- Jamil, M., & Ibrahim, M. (2021). Entrepreneurial learning in student councils: Role in shaping entrepreneurship skills. *International Journal of Entrepreneurship and Innovation*, 25(3), 213–226. <https://doi.org/10.1108/9781789731512-019>
- Jeon, J. O., Huang, E., & Djani, N. (2022). Integrated arts and culture education model for public schools in Indonesia: The case study of 'Made in Cirebon' as a cooperation project with an artist community. *Journal of Visual Art and Design*, 14(1), 1–14.
- Lovell, D., & Mallinson, D. J. (2025). Playing outside the lines: Analyzing unregulated third-party policy actors through the lens of NIL collectives and administration of sport policy at universities. *Public Integrity*, 1–14.
- Mahmud, A., & Hidayat, S. (2021). Student councils and leadership skills: The impact of extracurricular involvement. *Journal of Youth Development Studies*, 17(2), 88–99. <https://doi.org/10.2139/ssrn.3489444>
- Mao, H. (2026). Internal, external, or hypothetical? A quasi-experimental study of funding models in experiential philanthropy. *Journal of Public Affairs Education*. Advance online publication. <https://doi.org/10.1177/15236803261416904>
- Nur Aisyah, S., & Ardiana, D. (2024). *Basic concepts of management science*. Great Children of Indonesia.
- Qotimah, K., Sholeh, M., Claudia, D. M., Kurnia, E., & Anam, H. (2024). Entrepreneurship training for students through bazaar activities at the integrated Islamic elementary school. *BADA'A: Scientific Journal of Basic Education*.
- Rahmawati, A. (2019). The role of OSIS in shaping leadership and entrepreneurial abilities among high school students. *Journal of Educational Leadership and Learning*, 41(1), 102–116. <https://doi.org/10.1002/jell.381>
- Selfiana, S., & Takrim, M. (2022). Managerial dominant competencies at the managerial level. *Previous Journal*, 21(2).
- Sullivan, A., & Hein, T. (2019). Student leadership organizations and entrepreneurial skill development: A comparative study. *Journal of School Organization*, 45(2), 234–246. <https://doi.org/10.1016/j.schoorg.2019.03.001>
- Suryana. (2011). *Entrepreneurship: Tips and processes to success*. Salemba Empat.
- Tereshchenko, E., Salmela, E., Melkko, E., Phang, S. K., & Happonen, A. (2024). Emerging best strategies and capabilities for university–industry cooperation: Opportunities for MSMEs and universities to improve collaboration: A literature review 2000–2023. *Journal of Innovation and Entrepreneurship*, 13(1), 28.
- Vogel, A. D., Bilgili, A., Sharew, B., Kuncheria, A., Nguyen, K., Treffalls, J. A., Brennan, Z., Emerson, D., Wallen, T. J., & Sultan, I. (2024). A cardiothoracic surgery interest group starter kit for medical students from the Thoracic Surgery Medical Student Association. *JTCVS Open*, 19, 378–382.
- Winardi, A. (1995). Managerial skills include planning, organizing, implementing, supervising. In *Management theory papers*.
- Yusuf, M., & Sulaiman, I. (2020). The role of student councils in managing school events: Financial and logistical perspectives. *Journal of School Administration*, 12(4), 278–289. <https://doi.org/10.1080/07387744.2020.1860176>