

## **Application of the Activity Based Costing Model to Calculate Unit Costs of Education at Kindergarten Schools in Malang : Case Study at Al-Madani Kindergarten School, Pakis, Malang**

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### **Abstract**

This research discusses the comparison between traditional methods and the Activity Based Costing (ABC) model in determining Tuition and DPP rates for KB, TK-A and TK-B units at Al-Madani Kindergarten. This research was conducted to provide an alternative for determining Tuition rates, DPP is based on the Activity Based Costing model to be more accurate. This research uses quantitative methods of descriptive analysis. The results of the research show that Tuition rates using the traditional method experience undercosts, that is, the actual costs are lower than those calculated using the ABC model. This difference is not too big, so family planning costs, both fixed and variable, for TK-A and TK-B units are the same, but the provision of education remains the same. This research shows that Al-Madani Kindergarten is considered appropriate in setting Tuition rates for teaching and learning activities, needs can still be controlled and met even though using traditional methods. This is due to the number of students in the KB unit being fewer than in the TK-A and TK-B units, but the activities and costs incurred remain the same as in the TK-A and TK-B units. This research also concludes that calculating Tuition and DPP rates using the ABC model can provide more accurate and detailed information about each fixed and variable cost, and can help management in decision making and educational development.

**Keywords:** Activity Based Costing model, unit cost of Al-Madani Kindergarten education

**JEL Classification :** M10, M12

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### **Introduction**

Al-Madani Pakis Kindergarten, as a non-profit organization in the field of education, Malang has a vision to create a generation of quality human resources. To realize this vision, of course costs are needed which must be managed as well as possible. These education costs include Tuition and DPP which must be calculated based on precise calculations so as to produce transparent and accurate Tuition and DPP rates. One method that can be used to calculate education costs is the Activity Based Costing (ABC) Model. This model is a cost calculation method used by companies to more accurately determine the costs of the products or services they produce. This model is based on the understanding that various activities within an organization cause costs, and these costs are then allocated to products or services based on the extent to which these activities are used (Dražić Lutilsky, & Dragija, 2012). In the context of education, the product or service produced is an educational service provided to students. Educational institutes need to identify the activities that are involved in delivering the educational service, such as teaching,

administration, research, and student support. Each activity has its own cost drivers, such as hours, units, or students. By measuring the cost drivers and the overhead costs of each activity, the ABC model can assign the costs to the educational service more precisely (Camilleri, 2021).

The ABC model can help educational institutes to improve their cost management and competitiveness. By using the ABC model, educational institutes can obtain detailed and accurate information about the cost of education for each student, level, and skill package. This can help them to identify the profitable and unprofitable activities, and to make better decisions about resource allocation, pricing, and quality improvement. The ABC model can also help educational institutes to compare their costs with other institutes or with the traditional costing method, and to identify the sources of cost variation (Sorros, Lois, Charitou, Karagiorgos, & Belesis, 2022). By using the Activity Based Costing Model, Al-Madani Pakis Kindergarten, Malang can track all activities related to the educational process, such as teaching, learning, assessment, administration, etc. Then, cost drivers are determined as factors that have an effect on changes in the total cost level for a cost object<sup>3</sup>. Thus, Al-Madani Pakis Kindergarten, Malang can determine educational unit cost (Tuition) rates that are appropriate to the resource consumption by each student. This aims to provide alternative options for schools in determining fair and efficient tuition rates.

## **Theoretical review**

### **Understanding Costs**

The definition of costs is "a sacrifice of economic resources measured in units of money, which has occurred, is occurring or which is likely to occur for a particular purpose. The acquisition price that is sacrificed or used in order to obtain income (revenue) which will be used as a deduction from income (Norawati, Zulher, Kasmawati, & Ratnasih, 2022). Costs are all sacrifices, expenditures of economic resources which are measured in units of money that have been used or have occurred in order to produce products and earn income (Aida, Singkeruang, Saeni, Madrianah, & Wahab, 2022). Education Cost Unit According to Fattah in Setyaningrum (2014:9) education costs are the amount of money generated and spent for various educational purposes. Suhardan, Ridwan, & Enas (2012: 22) state that education costs are all costs incurred by individual students, families who send their children to school, individual community members, community groups, and those incurred by the government for the smooth implementation of the education process. From the definition above, it can be concluded that the unit cost of education is the cost incurred by each individual learner or student as a responsibility in the process of providing education so that the desired education is achieved effectively and efficiently.

### **Activity Based Costing**

Dunia and Abdullah (2012:320) define ABC (Activity based costing) as "a system of cost calculation approaches carried out based on existing activities in the company". According to Salman and Farid (2017:80) Activity Based Costing is a cost calculation that starts with tracking activities and then producing products. So it can be concluded that activity based costing is a method used to determine the cost of production (goods/services) and focuses on the activities

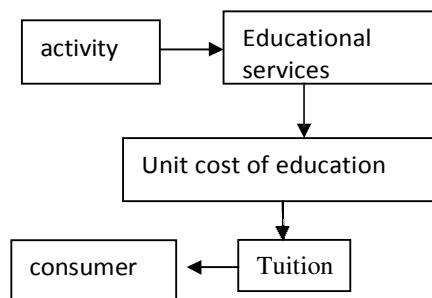
carried out to produce products or services with the aim of presenting accurate information regarding the cost of production, which will later be used. by managers in making decisions.

**Advantages of Activity Based Costing**

The benefits of implementing the Activity Based Costing system are: 1. Helps identify inefficiencies that occur in the production process, either per department, per product or activity, 2. Helps make good decisions because the cost calculation for a cost object becomes better because the cost calculation for a cost object become more accurate. 3. Helps control costs (especially factory overhead costs) at the individual and departmental levels. Activity Based Costing provides more accurate and informative measurements of costs triggered by activities (Blocher, Stout, & Cokins, 2011: 212 ).4.Activity Based Costing helps make better decisions because the cost calculation for a cost object becomes more accurate (Dunia and Abdullah, 2012: 329).

**Framework of thinking**

Here's how researchers apply the activity based costing model:



**Research Methods**

**Research design**

Quantitative method is a research method based on the philosophy of positivism, which is used in researching samples and research populations. The sampling technique is generally carried out randomly or random sampling, while data collection is carried out by utilizing the research instruments used, the data analysis used is quantitative. /can be measured with the aim of testing a previously established hypothesis (Park, Konge, & Artino Jr, 2020).

**Object of research**

This research was conducted at the Malang Kindergarten school on its financial report, namely the operational budget section for 2020/2021. Researchers conducted interviews with school principals to gather information about real activities in the implementation of education every month. Next, an interview with the finance department, regarding financial reports, especially the monthly education operational budget, which is budgeted for the 2020/2021 period.

**Research Instrument**

The research was carried out by interviewing sources at the school, including: the principal, finance department, teachers and one of the students' guardians. The aim is to dig up data information, then process or analyze it according to the objectives.

**Data collection**

Then, in the data collection stage, the researcher carried out observations, interviews and documentation regarding the sources of information obtained at Al Madani Kindergarten. The sources of information included 2020/2021 data provided by the school to the researchers.

**Data analysis**

This data analysis is the stage where the researcher carries out analysis of the information data obtained from the school. The stages are: A. Assigning Costs to Activities This stage includes the following five steps: 1. Identifying activities, 2. Determining the costs associated with each activity, 3. Grouping uniform activities into 1, 4. Combining the Costs of Grouped Activity Costs, 5. Determining Rate per unit.

Formula for Assigning Activity Costs to Products:

Costs charged = rate per unit × cost driver for each class

**Results and Discussion**

Al-Madani Kindergarten School is one of the kindergarten schools in Pakis which was founded by the owner of a foundation called Al-Madani Foundation in 2014. This school is a school with a modern Islamic concept which is one of the advantages created by Al-Madani Kindergarten, namely to creating a quality golden generation. And led by the school principal Nur Indayati Puspitarini, S.Psi. Determining tuition rates using the traditional model by tracking fixed costs including: labor costs, electricity costs, water costs, internet costs and teacher professional development costs. Calculation of Tuition and DPP rates using the traditional model

**Table 1.** Al-madani family planning fixed expenses for 2020/2021

No	Type of expenditure	Information	Amount	Total
1	Labor costs			
	Basic salary			
	Teacher	1 /month		
	1) Bachelor degree	Rp 750.000		13Rp 9.750.000
	PPU	Rp 750.000/month	Rp 750.000	13Rp 9.750.000
	Administration	Rp 750.000/month	Rp 750.000	13Rp 9.750.000
	Positional allowance	Rp 100.000 Education	Rp 500.000	13Rp 6.500.000
	Meal allowance	Rp 5.000 22	Rp 110.000	13Rp 1.430.000
2	Transportation money	Rp 5.000 22	Rp 110.000	13Rp 1.430.000
3	Service Year Allowance	Rp 20.000 Years of service	Rp 20.000	13Rp 260.000
4	Electricity cost	Rp 75.000		12Rp 900.000
5	Water costs	Rp 50.000		12Rp 600.000
6	WiFi costs	Rp 300.000		12Rp 3.600.000
7	Teacher professional development	Rp 350.000 2 x 1 year		Rp 700.000
		Total fixed expenses 2020/2021		Rp44.670.000

Source: secondary data 2020/2021

**Table 2.** Fixed expenses for TK-A al-madani year 2020/2021

No	Type of expenditure	Information	Amount	Total
1	Labor costs			
	Basic salary Teacher			
	Bachelor degree	2 Rp 750.000 Education		13 Rp 19.500.000
	PPU	1 Rp 750.000/month	Rp 750.000	13 Rp 9.750.000
	Administration	1 Rp 750.000/month	Rp 750.000	13 Rp 9.750.000
	Positional allowance	2 Rp 100.000 Education	Rp 500.000	13 Rp 6.500.000
	Meal allowance	2 Rp 5.000 22	Rp 220.000	13 Rp 2.860.000
2	Transportation money	2 Rp 5.000 22	Rp 220.000	13 Rp 2.860.000
3	Service Year Allowance	2 Rp 20.000 Years of service	Rp 40.000	13 Rp 520.000
4	Electricity cost	Rp 75.000		12 Rp 900.000
5	Water costs	Rp 50.000		12 Rp 600.000
6	WiFi costs	Rp 300.000		12 Rp 3.600.000
7	Teacher professional development	2 Rp 350.000 2 x 1 year		Rp 1.400.000
		Total fixed expenses 2020/2021		Rp 58.240.000

Source: secondary data year 2020/2021

**Table 3.** Fixed expenses for TK-B al-madani year 2020/2021

No	Type of expenditure	Information	Amount	total
1	Labor costs			
	Teacher Bachelor degree	2 Rp 750.000 Education		13 Rp 19.500.000
	Ppu	1 Rp 750.000/month	Rp 750.000	13 Rp 9.750.000
	Administration	1 Rp 750.000/month	Rp 750.000	13 Rp 9.750.000
	Positional allowance	2 Rp 100.000 Education	Rp 500.000	13 Rp 6.500.000
	Meal allowance	2 Rp 5.000 22	Rp 220.000	13 Rp 2.860.000
2	Transportation money	2 Rp 5.000 22	Rp 220.000	13 Rp 2.860.000
3	Service Year Allowance	2 Rp 20.000 Years of service	Rp 40.000	13 Rp 520.000
4	Electricity cost	Rp 75.000		12 Rp 900.000
5	Water costs	Rp 50.000		12 Rp 600.000
6	WiFi costs	Rp 300.000		12 Rp 3.600.000
7	Teacher professional development	2 Rp 350.000 2 x seyear		Rp 1.400.000
		Total fixed expenses 2020/2021		Rp 58.240.000

Source: secondary data year 2020/2021

**Table 4.** Determination of Tuition KB, TK-A, TK-B AL-MADANI year 2020/2021

No	Allocation	student	Allocated amount	Tuition rates	Tuition fees are charged	difference
1	Tuition KB 60% x expenditure total	13	Rp26.802.000	12 Rp171.808	Rp170.000	Rp-1.808
2	Tuition TK-A 60% x expenditure total	29	Rp34.944.444	12 Rp 100.414	Rp190.000	Rp 89.586
3	Tuition TK-B 60% x expenditure total	24	Rp34.944.000	12 Rp121.334	Rp 190.000	Rp 68.666

Source: secondary data for year 2020/2021

Determine variable costs to calculate DPP rates. Activities included in non-fixed costs are: student equipment costs, teaching aids, teaching and learning activities, book facilities, science and technology, evaluations, computers and video sessions, consumption, cleaning soap, cleaning tools, medicines, health services, fun trips, outbound, correspondence, infrastructure maintenance and toy procurement.

**Table 5.** Non-fixed expenses for KB, TK-A, TK-B AL-MADANI year 2020/2021

No	Type of expenditure	Amount		
		KB	TK-A	TK-B
1	Student equipment costs	Rp 6.500.000	Rp 14.500.000	Rp 12.000.000
2	Props	Rp 1.200.000	Rp 1.200.000	Rp 1.200.000
3	Teaching and learning activities	Rp 9.600.000	Rp 9.600.000	Rp 9.600.000
4	Facilities books	Rp 4.550.000	Rp 10.150.000	Rp 8.400.000
5	Science and technology	Rp 600.000	Rp 600.000	Rp 600.000
6	Evaluation <sup>1,2</sup>	Rp 2.340.000	Rp 5.220.000	Rp 4.320.000
7	Computer and video session	Rp 600.000	Rp 600.000	Rp 600.000
8	Consumption	Rp 4.727.273	Rp 10.545.455	Rp 8.727.273
9	Soap	Rp 1.800.000	Rp 1.800.000	Rp 1.800.000
10	Cleaning tool	Rp 600.000	Rp 600.000	Rp 600.000
11	Drugs	Rp 600.000	Rp 600.000	Rp 600.000
12	Health services	Rp 600.000	Rp 600.000	Rp 600.000
13	Funtrip	Rp 4.680.000	Rp 10.440.000	Rp 8.640.000
14	Outbound	Rp 3.900.000	Rp 8.700.000	Rp 7.200.000
15	Correspondence	Rp 2.400.000	Rp 2.400.000	Rp 2.400.000
16	Maintenance of infrastructure	Rp 5.000.000	Rp 5.000.000	Rp 5.000.000
17	Procurement of toys	Rp 3.000.000	Rp 3.000.000	Rp 3.000.000
		Rp 52.697.273	Rp 85.555.455	Rp 75.287.273

Source: secondary data for year 2020/2021

**Table 6.** Determination of DPP KB al-madani rates for year 2020/2021

Allocation	Student	Amount allocated	DPP rates	DPP is charged	Difference	
DPP KB	60% x total expenditure	13	Rp31.618.364	Rp 2.432.182	Rp 1.900.000	Rp -532.182

Source: secondary data year 2020/2021

**Table 7.** Determination of DPP rates for TK-A AL-MADANI year 2020/2021

Allocation	Student	Amount allocated	DPP rates	DPP is charged	Difference	
DPP TK-A	60% x total expenditure	29	Rp51.333.273	Rp1.770.113	Rp1.900.000	Rp 129.887,1

Source: secondary data year 2020/2021

**Table 8.** Determination of DPP rates for TK-B Al-Madani year 2020/2021

Allocation	Student	Amount allocated	DPP rates	DPP is charged	Difference	
DPP TK-B	60% x total expenditure	24	Rp 45.172.364	Rp 1.882.182	Rp 1.900.000	Rp17.818,17

Source: secondary data year 2020/2021

**Table 9.** The assignment of resources to activities

No	Type of activity	Allocation basis	Information
1	Labor costs	Direct tracing	Payroll amount/yr
	Basic salary		
	Teacher		
	Ppu		
	Administration		
	Positional allowance		
	Meal allowance		
	Transportation money		
	Service Year Allowance		
2	Electricity cost	Searched	Payment amount /yr
3	Water costs	Searched	Payment amount /yr
4	WiFi costs	Searched	Payment amount /yr
5	Teacher professional development	Searched	Payment amount /yr
6	Student equipment costs	Allocation with estimates	Purchase amount/yr
7	Props	Allocation with estimates	Purchase amount/yr
8	Teaching and learning activities	Allocation with estimates	Purchase amount/yr
9	Facilities books	Allocation with estimates	Purchase amount/yr
10	Science and technology	Allocation with estimates	Purchase amount/yr
11	Evaluation1,2	Allocation with estimates	Amount of activities /yr
12	Computer and video session	Allocation with estimates	Purchase amount/yr
13	Consumption	Allocation with estimates	Purchase amount/yr
14	Soap	Allocation with estimates	Purchase amount/yr
15	Cleaning tool	Allocation with estimates	Purchase amount/yr
16	Drugs	Allocation with estimates	Purchase amount/yr
17	Health services	Allocation with estimates	Amount of activities /yr
18	Funtrip	Allocation with estimates	Amount of activities /yr
19	Outbound	Allocation with estimates	Amount of activities /yr
20	Correspondence	Allocation with estimates	Purchase amount/yr
21	Maintenance of infrastructure	Allocation with estimates	
22	Seminar	Allocation with estimates	Amount of activities /yr
23	Procurement of toys	Allocation with estimates	Purchase amount/yr

Source: secondary data for 2017/2018 year

**Table 10.** Calculation of Fees charged for new students at KB Al-Madani (1 year)

No	Type of activity	Activity driver	Amount Consumption	Driver rate	Fees charged (60%)
1	Labor costs	Direct tracing			Rp23.322.000
	Basic salary				
	Teacher				
	Bachelor Degree		13 times a year	Rp 5.850.000	
	Ppu		13 times a year	Rp 5.850.000	
	Administration		13 times a year	Rp 5.850.000	
	Positional allowance		12 times a year	Rp 3.900.000	
	Meal allowance		13 times a year	Rp	

				858.000	
	Transportation money		13 times a year	Rp858.000	
	Service Year Allowance		13 times a year	Rp156.000	
2	Electricity cost	Searched	12 times a year	Rp236.370	Rp141.822
3	Water costs	Searched	Every day	Rp118.182	Rp70.910
4	WiFi costs	Searched	Every day	Rp709.010	Rp425.406
5	Teacher professional development	Searched	2 times a year	Rp700.000	Rp420.000
6	Student equipment	1,9% from income	1 times a year	Rp 6.500.000	Rp3.900.000
7	Props	0,6% from income	Every month	Rp 1.200.000	Rp720.000
8	Teaching and learning activities	0,7% from income	2 times a year	Rp 1.890.910	Rp 1.134.546
9	Facilities books	1,7% from income	1 times a year	Rp 4.500.000	Rp2.700.000
10	Science and technology	0,4% from income	Every month	Rp 1.200.000	Rp720.000
11	Evaluation 1,2	0,8% from income	2 times a year	Rp 2.340.000	Rp1.404.000
12	Komputer vidio session	0,3 from income	Every month	Rp600.000	Rp 360.000
13	Consumption	1,7% from income	Every month	Rp 4.750.000	Rp2.850.000
14	Soap	0,1% from income	Every month	Rp354.546	Rp212.728
15	Cleaning tool	0,1% from income	6 times a year	Rp236.364	Rp141.819
16	Drugs	0,1% from income	6 times a year	Rp236.364	Rp141.819
17	Health services	0,2% from income	2 times a year	Rp590.910	Rp354.546
18	Funtrip	1,7% from income	6 times a year	Rp 4.680.000	Rp2.808.000
19	Outbound	0,7% from income	2 times a year	Rp 1.950.000	Rp1.170.000
20	Correspondence	0,2% from income	Every activity	Rp472.728	Rp283.637
21	Maintenance infrastructure	1,8% from income	2 times a year	Rp 5.000.000	Rp3.000.000
22	Procurement of toys	0,7% from income	2 times a year	Rp 2.000.000	Rp1.200.000
					Rp 47.481.233

Source: secondary data year 2017/2018

**Table 11.** Calculation of Fees charged for new TK-A students (1 year)

No	Type of activity	Activity driver	Amount Consumption	Driver rate	Biaya dibebankan (60%)
1	Labor costs	Direct tracing			Rp29.172.000
	Basic salary				



	Teacher				
	BACHELOR DEGREE		13 times a year	Rp 11.700.000	
	Ppu		13 times a year	Rp5.850.000	
	Administration		13 times a year	Rp5.850.000	
	Positional allowance		13 times a year	Rp3.900.000	
	Meal allowance		13 times a year	Rp858.000	
	Transportation money		13 times a year	Rp858.000	
	Service Allowance	Year	13 times a year	Rp156.000	
2	Electricity cost	Searched	12 times a year	Rp395.455	Rp237.273
3	Water costs	Searched	12times a year	Rp263.637	Rp158.183
4	WiFi costs	Searched	12 times a year	Rp1.581.819	Rp949.092
5	Teacher professional development	Searched	2 times a year	Rp307.576	Rp184.546
6	Student equipment	4,5%from income	1 times a year	Rp 14.500.000	Rp8.700.000
7	Props	0,6%from income	12 times a year	Rp1.200.000	Rp720.000
8	Teaching and learning activities	1,6% from income	2 times a year	Rp4.218.182	Rp2.530.910
9	Facilities books	4,1% from income	1 times a year	Rp 10.150.000	Rp6.090.000
10	Science and technology	0,6% from income	12 times a year	Rp1.200.000	Rp720.000
11	Evaluation1,2	1,9% from income	2 times a year	Rp 5.220.000	Rp3.132.000
12	Komputer vidio session	0,3% from income	12 times a year	Rp600.000	Rp360.000
13	Consumption	4,2% from income	264 times a year	Rp10.545.455	Rp6.327.273
14	Soap	0,4% from income	12 times a year	Rp 790.910	Rp474.546
15	Cleaning tool	0,09% from income	6 times a year	Rp263.637	Rp158.183
16	Drugs	0,09% from income	6 times a year	Rp263.637	Rp158.183
17	Health services	0,3% from income	2 times a year	Rp 1.318.182	Rp790.910
18	Funtrip	4,2% from income	6 times a year	Rp10.440.000	Rp6.264.000
19	Outbound	0,4% from income	2 times a year	Rp8.700.000	Rp5.220.000
20	Correspondence	0,5% from income	Every activity	Rp1.054.546	Rp632.728
21	Maintenance of infrastructure	1,8% from income	2 times a year	Rp5.000.000	Rp3.000.000
22	Procurement of toys	0,7% from income	2 times a year	Rp2.000.000	Rp1.200.000
					<b>Rp 77.179.827</b>

Source: secondary data year 2020/2021

**Table 12.** Calculation of Fees charged for new TK-B students (1 year)

No	Type of activity	Activity driver	Amount Consumption	Driver rate	Fees charged (60%)
1	Labor costs	Direct tracing			Rp27.222.000
	Basic salary				
	Teacher				
	Bachelor Degree		13 times a year	Rp 5.850.000	
	Senior high school		13 times a year	Rp3.900.000	

	Ppu		13 times a year	Rp5.850.000	
	Administration		13 times a year	Rp5.850.000	
	Positional allowance		12 times a year	Rp3.900.000	
	Meal allowance		13 times a year	Rp858.000	
	Transportation money		13 times a year	Rp858.000	
	Service Year Allowance		13 times a year	Rp156.000	
2	Electricity cost	Searched	12 times a year	Rp327.273	Rp192.364
3	Water costs	Searched	12times a year	Rp218.182	Rp130.910
4	WiFi costs	Searched	12 times a year	Rp1.309.091	Rp785.455
5	Teacher professional development	Searched	2 times a year	Rp254.456	Rp152.674
6	Student equipment	4,4%from income	1 times a year	Rp12.000.000	Rp7.200.000
7	Props	0,6% from income	Every month	Rp1.200.000	Rp720.000
8	Teaching and learning activities	0,8% from income	2 times a year	Rp3.490.910	Rp2.094.546
9	Facilities books	3,1% from income	1 times a year	Rp8.400.000	Rp5.040.000
10	Science and technology	0,6% from income	Every month	Rp1.200.000	Rp 720.000
11	Evaluation1,2	1,6% from income	2 times a year	Rp4.320.000	Rp2.592.000
12	Komputer vidio session	0,3 from income	12 times a year	Rp600.000	Rp360.000
13	Consumption	3,2% from income	264 kali / th	Rp8.727.273	Rp5.236.364
14	Soap	0,3% from income	12 times a year	Rp650.546	Rp390.328
15	Cleaning tool	0,2% from income	6 times a year	Rp436.364	Rp261.819
16	Drugs	0,08% from income	6 times a year	Rp218.182	Rp 130.910
17	Health services	0,5% from income	2 times a year	Rp 1.090.910	Rp65.455
18	Funtrip	3,2% from income	6 times a year	Rp 8.640.000	Rp5.184.000
19	Outbound	1,9% from income	2 times a year	Rp7.200.000	Rp4.320.000
20	Correspondence	0,4% from income	Every activity	Rp872.728	Rp523.637
21	Maintenance of infrastructure	1,8% from income	2 times a year	Rp5.000.000	Rp3.000.000
22	Procurement of toys	0,7% from income	2 times a year	Rp 2.000.000	Rp 1.200.000
					Rp 67.522.462

Source: secondary data year 2020/2021

**Determining Tuition rates using the Activity Based Costing model**

**Table 13.** Calculation of Tuition rates for new students at KB, TK-A, and TK-B

Unit	New students accepted	Fees charged	Tuition(divided by Amount student)	
			Per year	Per month
KB	13	Rp 47.481.233	Rp 3.652.403	Rp 304.367
TK-A	29	Rp 77.179.827	Rp 2.661.374	Rp 221.782
TK-B	24	Rp 67.522.462	Rp 2.813.436	Rp 234.453

**Comparison of Al-Madani Tuition rates with the Activity Based Costing model**

**Table 14.** Comparison of Tuition tariffs for new AL-MADANI school students

Unit	Tuition/month	DPP/month (be divided 12)	Total Tuition paid by students		Information
			Tradisional	Abc	
KB	Rp 170.000	Rp 141.667	Rp 171.808	Rp 304.367	UndercostRp 132.559
TK-A	Rp 190.000	Rp 158.334	Rp 100.414	Rp 221.782	Undercost Rp 121.368
TK-B	Rp 190.000	Rp 158.334	Rp 121.334	Rp 234.453	Undercost Rp 113.119

From the calculations that have been described, it can be seen that the Tuition tariff using the traditional method for KB, TK-A and TK-B units experiences an undercost, namely KB of Rp. 132,559 for TK-A units Rp. 121,368. And TK-B is Rp. 113,119, undercost means that the costs incurred are actually lower than those calculated using the Activity Based Costing model. The differences caused are not much different, so that the costs of family planning, both fixed and non-fixed, for TK-A and TK-B are the same, but the provision of education remains the same. This research shows that Al-Madani Kindergarten is considered appropriate in setting tuition rates for teaching and learning activities, needs can still be controlled and met even though using traditional methods. This is because the number of students in the KB class unit is less than in the TK-A and TK-B classes, but the activities and costs incurred remain the same as in the TK-A and TK-B classes.

**Conclusion**

Tuition rates using the traditional method experience undercosts, that is, the actual costs are lower than those calculated using the ABC model. This difference is not too big, so family planning costs, both fixed and variable, for TK-A and TK-B units are the same, but the provision of education remains the same. This research shows that Al-Madani Kindergarten is considered appropriate in setting Tuition rates for teaching and learning activities, needs can still be controlled and met even though using traditional methods. This is due to the number of students in the KB unit being fewer than in the TK-A and TK-B units, but the activities and costs incurred remain the same as in the TK-A and TK-B units. This research also concludes that calculating Tuition and DPP rates using the ABC model can provide more accurate and detailed information about each fixed and variable cost, and can help management in decision making and educational development

**Suggestion**

In this research, the author only provides an alternative in calculating unit costs (Tuition) using the activity based costing model to help schools in developing education, especially in management decisions that will influence school progress. In the future, with the calculation of

the activity based costing model, schools will increasingly develop according to their goals and will not undercost in their calculations because it will be detrimental to the school itself.

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