



Empowering Santri Entrepreneurship: Strategies of Boarding School Caretakers through Pesantren-Owned Enterprises (BUMP) at Pondok Pesantren Sunan Gunung Jati Wonogiri

Nur Safitri^{1*}, Fitra Rizal²

^{1,2} Institut Agama Islam Negeri Ponorogo, Indonesia

Article Info	Abstract
<p>Article history: Received June 11, 2024 Revised July 01, 2024 Accepted August 29, 2024</p> <hr/> <p>*Corresponding author email : safitrinur566@gmail.com</p>	<p>This research aims to determine the mechanism of the Entrepreneurship Development Strategy for Santri and analyze the Strategy of Islamic Boarding School Teachers in Developing Entrepreneurship for Santri through Islamic Boarding School-Owned Enterprises at the Sunan Gunung Jati Wonogiri Islamic Boarding School. This research uses descriptive qualitative research by conducting interviews, observations, literature and documentation with a total of nine respondents. The results show that the mechanism of the Islamic Boarding School Caregiver Strategy in Developing Entrepreneurship for Santri through Islamic Boarding School-Owned Enterprises (Islamic boarding school-owned business entity) is very significant, especially in strategic planning. The steps taken by Islamic boarding school caregivers in developing the entrepreneurial spirit of the students are by providing direct training and practice using the seminar method and making visits to related business institutions outside the Islamic boarding school. The inhibiting factors include internal and external factors originating from the personality of the students, the Islamic boarding school environment and the community environment.</p>
<p>Page: 104-111</p>	<p>AICIE with CC BY license. Copyright © 2024, the author(s)</p>

INTRODUCTION

Islamic boarding schools are a form of national education that existed long before independence. Therefore, it can be said that Islamic boarding schools are the oldest Islamic educational institutions in Indonesia which greatly contribute to the growth and development of Islamic archipelago as well as being a trigger for the growth of other Islamic educational institutions in Indonesia (Fauziah, 2021). Islamic boarding schools have 3 main functions, namely as a cadre center for thinkers based on religious knowledge, an education center which produces human resources, and also as an institution that is empowered and can also empower the people around it (Sugiono, 2020).

The developments in the current era are increasingly advanced and the competition in life that continues to emerge in the midst of society's life which is always developing in order to maintain life, does not guarantee that all Islamic boarding school graduates can become kiai and can work choosing jobs in the field of religion such as TPQ teachers, religious teachers or even become religious leaders in the community. So other skills also need to be given to a student as a provision in the midst of community life. Thus, not only are students equipped with strong religious knowledge, broad Aqidah but they must also be equipped with general knowledge, namely through other skills such as entrepreneurship.

The challenges that occur in Islamic boarding schools today and in the future are very complex. This requires Islamic boarding schools, whether they like it or not, to follow external changes while still paying attention to the Shari'a (Ridwan, 2019). Islamic boarding schools are very strong in terms of monitoring, one of which is monitoring the use of social media. This is done solely to minimize the negative impacts in the current modern era. Despite this, santri will never be out of date in society.

Currently, it is important to know about entrepreneurship education with the aim of increasing the number of entrepreneurship in Indonesia. This is an effort to reduce the unemployment rate in Indonesia. This entrepreneurship is stated in Indonesian presidential regulation number 2 of 2022 concerning the development of National entrepreneurship, which is an effort in the form of policies and programs to develop nationally integrated entrepreneurship. business and competitiveness, as well as expanding employment opportunities, efforts need to be made to accelerate growth and entrepreneurial ratios through entrepreneurial development. The amount of entrepreneurship will have an impact on employment opportunities, in this case it will reduce unemployment. Some Islamic boarding schools not only equip students with religious knowledge, but also provide skills and entrepreneurship to their students (UU No 2 Tahun 2022).

In the context of developing student economics, efforts by caregivers to empower students economically have been carried out by several Islamic boarding schools, especially at the Sunan Gunung Jati Wonogiri Islamic Boarding School. The development of the Islamic boarding school economy is a process of restructuring human communities, in which new ways of interpersonal communication, organizing social and economic life and meeting human needs are more feasible. The concept of empowerment is important because it can provide a positive attitude towards the weak and poor (Hasyim, 2021).

The spirit of entrepreneurship should be possessed by every Muslim or what is known as the moslempreneur character in the form of being innovative, creative, brave enough to take risks, and able to open up business opportunities. In this case, someone who has an entrepreneurial spirit is always willing to work hard, never give up, improve Islamic values and have morals so that they have character and behavior. It is indeed time for students to learn more about entrepreneurship. Apart from being an expert in religious knowledge, a student must also be prepared to support a tougher world of work. Only people who have the enthusiasm, skills and tenacity to develop their potential will be able to achieve their desires (Ilham, 2017).

One of the business activities in order to improve the economy of Islamic boarding schools is business development in Islamic Boarding School-Owned Enterprises or commonly referred to as Islamic boarding school-owned business entity. Independence in Islamic boarding schools is a program prioritized by the Ministry of Religion in Indonesia. During the journey, Islamic boarding schools are faced with several problems related to economic independence. This is because the management processes related to planning, management, supervision, leadership, which are implemented are still very minimal and simple. Therefore, the role of students here is required to be more developed in managing business management.

The beginning of the establishment of Islamic boarding school-owned business entity at the Sunan Gunung Jati Wonogiri Islamic Boarding School was the establishment of the Islamic boarding school cooperative. Islamic boarding school cooperatives at that time provided all kinds of student needs, from primary needs to secondary needs. As time goes by, the needs of students become more diverse, so they need nearby access to facilitate the students' activities. Finally, several businesses were formed under the auspices of the Islamic Boarding School Owned Enterprise Islamic boarding school-owned business entity at the Sunan Gunung Jati Wonogiri Islamic boarding school. These businesses include catfish cultivation, greenhouse, catfish cultivation house, welding house, and laundry.

With so many businesses developing in Islamic Boarding School-Owned Enterprises Islamic boarding school-owned business entity at the Sunan Gunung Jati Wonogiri Islamic Boarding School, in this case it is certainly not as easy as turning over the palm of your hand in managing them. It requires hard work which of course must be accompanied by reliable and competent personnel to take care of their respective fields. A business management system requires four elements, namely, planning, management, mobilization and supervision.

METHOD

This research uses qualitative research, which is a research procedure that produces descriptive data in the form of speech or writing and the behavior of people that can be observed directly (Sugiyono, 2019). This research will describe the situation regarding the management strategy for Inthanon melon cultivation at the Sunan Gunung Jati Wonogiri Islamic Boarding School in development. The reason the researcher took a qualitative

approach was to find out the economic empowerment strategy for the students of the Sunan Gunung Jati Islamic Boarding School with analysis procedures in the form of words and images so that they are easily understood by others.

The type of research used in this research is field research, where data collection is carried out directly. In this research, a qualitative descriptive approach is used, namely the data collected is in the form of words, images and not numbers (Kusumastuti & Khoiran, 2019). Where field research is carried out by exploring data sourced from the research location or field, namely at the Sunan Gunung Jati Wonogiri Islamic Boarding School.

RESULT AND DISCUSSION

Caregiver Strategy in Preparing the Entrepreneurial Spirit Development of Santri Entrepreneurship at the Sunan Gunung Jati Islamic Boarding School Preparation

Strategy is the first step to carrying out or creating a program. Every organization must have guidelines for implementing something. Strategy preparation is always done first before implementation. In preparing it themselves, they involved all parties involved in the implementation. The Sunan Gunung Jati Islamic Boarding School carried out its analysis jointly to gather information. They cooperate with each other. The analysis stage that is no less important is identifying market opportunities. As stated by Izza Al Fawaidah, Chairman of BUMP Pondok Pesantren Sunan Gunung Jati, he stated that according to an interview with Evi Lestari, BUMP management has formed a business entity where the management of each existing business entity is highly emphasized, especially the duties assigned to each head of the business entity. . This is because there are many business entities that require their own accountability and management.

At the Sunan Gunung Jati Wonogiri Islamic Boarding School Foundation, the planning management system is given great attention, especially in managing important matters and things that bring progress to the Islamic boarding school. This can be seen from the management of the fields under the auspices of the foundation, one of which is the Islamic boarding school business sector, namely Islamic Boarding School-Owned Enterprises Islamic boarding school-owned business entity.

The Islamic boarding school-owned business entity organization system at the Sunan Gunung Jati Wonogiri Islamic Boarding School is that each business entity has its own chairman and under the chairman there are several employees who work every day with an alternating shift distribution system. Therefore, management functions occur as a group. For example, a cooperative business entity chaired by Intan Nur Hidayati and employees under her, namely Syarifatul Lutfiana. Of course, each group of business entities has a different management system, such as regulations and business entity maintenance schedules.

Based on an interview from Deni Yusfita Sari, she said that the monitoring system that occurs is always holding monthly evaluations and emphasizing the heads of each business entity and checking reports with the general treasurer. Not only that, the obstacles for each business entity are conveyed so that further strategies can be developed for the future progress of BUMP. Good management must have principles that become the basis for

carrying out activities to achieve the goals of the business entity. Based on information from Intan Nur Hidayati as chairman of the Cooperative business entity, he said that the Islamic Boarding School-Owned Business Entity (BUMP) had implemented good management in its management (Sari, 2023).

Inhibiting Factors of the Strategy of Islamic Boarding School Teachers in Developing Entrepreneurship for Students through Islamic Boarding School-Owned Enterprises Islamic boarding school-owned business entity at the Sunan Gunung Jati Wonogiri Islamic Boarding School

In implementing a strategy, of course all business actors want to achieve their goals in developing student entrepreneurship. Islamic boarding school-owned business entity at the Sunan Gunung Jati Islamic boarding school is a boarding business run by the students and the community service at the boarding school. Of course, the aim is to advance Islamic boarding school-owned business entity and the entrepreneurial spirit of students in Islamic boarding schools. This requires a method or activity to achieve the desired goal. In carrying out activities to understand the entrepreneurial spirit of the students. This is of course influenced by several factors that can support, but one side can also hinder.

One of the factors that must be considered is the Controlling function. Supervision is an important function for a manager. This function seeks to ensure that ongoing activities are in accordance with the organization's goals, plans and standards. The monitoring process consists of five stages, namely establishing implementation standards, determining measurement of activity implementation, measuring actual activity implementation, comparing activity implementation with standards and analyzing deviations, and finally taking corrective action if used.

Based on an interview from Deni Yusfita Sari, she said that the monitoring system that occurs is always holding monthly evaluations and emphasizing the heads of each business entity and checking reports with the general treasurer. Not only that, the obstacles for each business entity are conveyed so that further strategies can be developed for the future progress of BUMP. In carrying out entrepreneurship for students, there are also several inhibiting factors, where this was emphasized by the resource person, Mrs. Putri Lestari, where she explained that

"That's right, sis, actually the inhibiting factors that we feel are not only from the systematic planning, but the inhibiting factors arise from our internal and external sources. Where internal factors grow from the personality of each manager in each section, such as group management, processing of each division and control which is not evenly distributed, while when talking about external factors, these are factors outside the group environment, but the factors that emerge are the boarding school's own environment, which in fact is Islamic boarding school and the focal point of Islamic boarding school direction is religion so that the focus of the students will be divided, and other external factors are things that grow outside the Islamic boarding school environment."

Adjustments in the organizational environment, the increasing complexity of organizational activities and the fact that its members commit deviations, are a number of factors that make supervision increasingly necessary. In order for the monitoring process to function effectively, this system must be accurate, timely, objective and comprehensive, focused on strategic control points, from an economic reality perspective. Reality from an organizational perspective, coordinated with the organization's work flow, flexible, descriptive and operational, and acceptable to group members. This kind of characteristic can be expressed at all levels of existing organizations or business entities.

The Impact of the Strategy of Islamic Boarding School Caretakers in Developing Entrepreneurship for Santri through Islamic Boarding School-Owned Enterprises Islamic boarding school-owned business entity at the Sunan Gunung Jati Wonogiri Islamic Boarding School.

The impact of supervision on the Islamic boarding school-owned business entity strategy in business development at the Sunan Gunung Jati Wonogiri Islamic Boarding School has had a good and good impact on the development of business entities at the Islamic Boarding School. Although developmentally it can be said that it has decreased a lot since 2021, even though it has increased once or twice. But when carrying out monthly evaluations it is always discussed. Decreasing here does not mean falling losses, sis, but rather a decrease in turnover from last year. development of business entities in Islamic boarding schools. Although developmentally it can be said that it has decreased a lot since 2021, even though it has increased once or twice. But when carrying out monthly evaluations it is always discussed, sis. Decreasing here does not mean falling losses, sis, but rather a decrease in turnover from last year (Fawaidah, 2023).

Because basically the purpose of supervision in business entities is to avoid the possibility of negligence or fraud in the form of deviations whether in the budget, process or authority. Siti Fatmah also said that "The monitoring system implemented is good. Of the many business entities with the most stable income, they are cooperative business entities. This is because the control system is strong and all the employees are women so they are easy to condition."

CONCLUSION

Based on the results of research that has been carried out at the Sunan Gunung Jati Wonogiri Islamic Boarding School, it can be concluded that the strategy contained in the Islamic Boarding School-Owned Business Entity Islamic boarding school-owned business entity at the Sunan Gunung Jati Wonogiri Islamic Boarding School has been running well through targeted planning to achieve success in business activities. The strategies used by Islamic boarding school-owned business entity are training, seminars and direct practice in the field. The strategy is in the form of planning and structuring which is carried out to focus on what is being targeted, especially what happens to Islamic Boarding School-Owned

Enterprises Islamic boarding school-owned business entity at the Sunan Gunung Jati Wonogiri Islamic Boarding School.

Inhibiting Factors of Islamic boarding school caregivers' strategies in developing students' entrepreneurship through Islamic boarding school-owned business entities Islamic boarding school-owned business entity at the Sunan Gunung Jati Wonogiri Islamic boarding school: a) Internal factors are factors that come from within. This means that internal factors are something that arises due to self-awareness. b) External factors are factors that originate from outside. It can be said that external factors are something that influences a person from outside. External factors are important because they will play a role in providing motivation when internal factors begin to disappear

The positive impacts felt by Islamic boarding schools or Islamic boarding school-owned business entity in the entrepreneurship development strategy for students include: a) Increased responsibility and awareness of students in forming entrepreneurial behavior or entrepreneurship towards conscious and caring behavior. b) Capacity building, the students will undergo a learning process regarding knowledge and skills that are beneficial to the demands of the entrepreneurial spirit or entrepreneurial spirit. c) Increasing the ability of students regarding intellectual skills and skills regarding entrepreneurship so that initiative and innovative abilities are formed to lead to independence at Islamic boarding school-owned business entity.

REFERENCES

- Andhi Kusumastuti dan Ahmad Mustamil Khoiron. (2019). *Qualitative Research Methods*. Semarang: Sukarno Pressindo Education Institute.
- Fauziah Dan Nur. (2021) *Problems of Islamis Boarding School Educatiom in Indonesia*. Jakarta : Al-Furqan.
- Fawaidah, Izza Al. (2023). Interview.
- Hasyim, Sukarno L. (2021). "Mosque Strategy in Developing the Community's economy," Jurnal Lentera: Volume 14, Number 2.
- Ilham, Khotibul. (2017). "Strategy for Economic Empowerment of Santri and Communities in the Lantabur Entrepreneurial Islamic Boarding School Environment, Cirebon City," Islamic Economic Law Research Journal: Volume 2, Nomor 1.
- Lestari Evi. (2023). Interview.
- Riduwan, (2019). *Institutional Dynamics of Islamic Boarding Schools: Change and Modernization of Islamic Education*. Semarang: Pustaka Ilmu, 2019.
- Sari, Deni Yusfita. (2023). Interview.
- Sugiono. "Islamic Boarding School based economic Independence and Empowerment Case". (Study at Islamic Boarding School al-Amanah Junwangi Krian)". Jurnal Ekonomika Dan Bisnis Islam. Vol. 4. No. 1, 89.

Nur Safitri, Fitra Rizal

Sugiyono. (2019). *Quantitative Qualitative Research Methods And R&D*. Bandung: Alfabeta.

Undang-Undang Republik Indonesia Nomor 2 Tahun 2022 *Tentang Pengembangan Kewirausahaan Nasional*, UU No 2 Tahun 2022.