

ECONOMIC EMPOWERMENT STRATEGY OF PESANTREN IN SALAFIYAH SYAFI'YAH SUKOREJO ISLAMIC BOARDING SCHOOL OWNED ENTERPRISES SITUBONDO REGENCY

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Keywords

*Empowerment Strategies;
Pesantren Economics; Social Media
Promotion*

ABSTRACT

Pesantren that live in the midst of society certainly have a great influence on people's lives. In Law no. 18 of 2019 concerning pesantren that there are three roles of pesantren in the implementation of educational functions, da'wah functions and community empowerment functions. Pesantren with its business entities certainly provide great opportunities and become a forum for community empowerment. The success of this empowerment affects the improvement of people's living standards and can even realize welfare through the roles of pesantren. However, there are several problems experienced such as low human resources, low income, there are some pesantren businesses that are not developing. Therefore, it is necessary to design a strategy to compile a business design systematically balanced with mentoring, training and evaluation. This research uses a qualitative approach with a phenomenological type of research location in a business entity owned by the Salafiyah Syafi'iyah Sukorejo Islamic boarding school, Banyuputih District, Situbondo Regency. Data collection is done through interviews, conservation and documentation. The results of this study show that the strategy of economic empowerment of pesantren in pesantren-owned enterprises is carried out with three strategies including: strategy formulation, strategy implementation, and strategy evaluation. Strategy formulation includes: *first*, formulation of policy direction for economic development of pesantren.

INTRODUCTION

The presence of pesantren is not only limited to a place to seek knowledge or learn and explore religion. But more broadly than that, pesantren have many other roles that are no less important as during colonialism the santri were so strong against the invaders. The students who became important figures behind Indonesia's independence such as kiai Hasyim Asy'ari, kiai Syamsul Arifin and kiai As'ad who were crowned national heroes on November 9, 2016 ago.

The role of pesantren is not only as an educational institution, but also as a da'wah institution, social institution, and also as an agent of change that participates in coloring the social life of the community. The existence of Islamic boarding schools has an important and very strategic role to achieve progress and welfare for the community. (Yafiz et al., 2015) Pesantren have established a dynamic that can be interesting in the relationship between religious science, economics, education and politics. The better the educational status, economic status, and the wider the influence of power, the

better the culture and traditions born and developed in the pesantren. This eventually became a tradition in society. And in this case, the economy for pesantren is the heart of life for the progress and development of civilization. (Nasirin, 2020) The quality of science has a positive influence on economic practices in accordance with Islamic rules. The presence of independent pesantren in an economic sense has become a historical calling. When foreign investment increasingly floods into Indonesia, while the collectivity of people becomes more consumers, then it will be a worrying symptom. The presence of minimarts such as Alfa Mart and Indomart, which are actually large capital owners in rural corners, is evidence of the increasingly powerless power of the local collective economy. Pesantren are often considered slow in responding to modernization initiated by the state. But the presence of pesantren is often also the savior of the nation. The 1945 Jihad resolution issued by Islamic boarding school kyai has saved the nation's face in the midst of international diplomacy to uphold Indonesian independence. In the context of global economic contestation, the presence of an independent pesantren economic community will be a social capital and inspiration for the people so that the local community's economy is not defeated and displaced by global players. Pesantren with their communities have the opportunity to make this happen (Lugina, 2018).

Today, there have been many pesantren that have initiated themselves not only engaged in the religious field, but three aspects as stated in Law Number 18 of 2019 concerning Pesantren, stating that pesantren have a strategic position, namely as educational institutions, da'wah institutions, and at the same time community empowerment institutions (F. N. Azizah & Ali, 2020). As the minister of SOEs Erick Thohir revealed that the potential of Islamic boarding schools provides a strategic economic role for the benefit of the people, to realize advanced Indonesia in 2045 requires many new experts who have competencies that are relevant to the times. Moreover, Islamic boarding schools are now no longer only educational institutions based on Islam, but also as a driver of entrepreneurial activities and economic centers for the environment (S. N. Azizah & Fitriyani, 2018).

From the data collected, it is known that there are four economic typologies of pesantren based on the number of businesses. First, Islamic boarding schools that have more than five economic business units (5%). Second, pesantren with 3-5 business units (26%). Third, Islamic boarding schools that only have 1-2 business units (54%). Fourth, Islamic boarding schools that do not yet have a business unit (15%). This data shows that most pesantren in Indonesia, namely 85% of pesantren already have business units. (Rasyid, 2012) A number of pesantren have long played a role as a driver of the community's economy by developing various productive businesses and businesses both on a macro, medium and micro scale that make pesantren increasingly have independence in carrying out all their activities. Thus, the role of pesantren in the economic sector will have an impact on reducing poverty and opening up jobs until eventually welfare will be realized. Prosperity can be felt, one of which is by decreasing poverty and unemployment rates. In 2021, Indonesia's poverty rate was 10.14 and there was a decrease in 2022 of 9.54. Likewise, the unemployment rate in 2021 was 6.49 to 5.86 in 2022.

The decline in poverty and unemployment rates was influenced by Indonesia's solid economic growth amid the global economic slowdown in 2022 supported by a significant foreign trade surplus. (KHAIRUNNISA, 2023) From the press release of the coordinating ministry for economic affairs of the Republic of Indonesia, economic growth in Indonesia will grow 5.17% in July 2023 with a GNI per capita of US\$ 4,580 so that Indonesia is again classified as an Upper Middle Income country or a group of middle-income countries (Haryanto, 2013). Welfare is a manifestation of *maslahah* in Islam in other words the benefits obtained and the damage eliminated (KAMARNI, 2019). Furthermore, as many as 1,479 Islamic boarding schools have potential in the field of agribusiness. (Syahputra et al., 2022) The implementation of the Islamic economic and financial development ecosystem based on Islamic boarding schools consists of several activities, namely: (1) Islamic financial education and literacy; (2) Sharia financing for small and micro enterprises (SMEs) around Islamic boarding schools and SMEs assisted by Islamic boarding schools; (3) Opening of a sharia account; (4) Gold savings program; and (5) Economic independence of Islamic financial integrated Islamic boarding schools that support the "halal value chain" (Ghufron et al., 2022). One of the largest Islamic boarding schools in Situbondo is the Salafiyah Syafi'iyah Islamic Boarding School located in Sumberejo village, Banyuputih district (ESTININGSIH & Purwanto, 2024).

Welfare if focused on income, where the income in one month received by employees only ranges from 800,000-1,300,000 of course this is not comparable to family expenses as told by one informant that:

"The average income we receive per month ranges from 800,000-1,300,000 but this income is seen from the number of working hours and the length of work. When talking about prosperity, I don't think it can be said to be prosperous, but we employees believe and feel enough with the provision of barokah (salary) from the pesantren because actually the value of prosperity is to feel enough from what previously did not exist and then to exist, from before the pay is a little now it has increased." (Hidayati, 2023).

Based on several previous studies that discuss the role of pesantren, the economic potential of pesantren, the contribution of pesantren in community economic empowerment or in business development, there is no research that discusses the role of pesantren in the welfare of the community. We know that pesantren are very influential in the world of society, especially in terms of the economy, but the influence of pesantren in regional development whether it has an impact on community welfare or the existence of pesantren and their business units actually threatens the empowerment of the community, in this case, of course, strategic design and management is needed by the pesantren business so that it can increase income and welfare of the community at large. This is certainly interesting to peel thoroughly. Thus, it is interesting for us to study more deeply about the realization of community welfare with the existence of pesantren and their business units under pesantren-owned enterprises with the title "strategies for economic empowerment of pesantren in business entities owned by Salafiyah Syafi'iyah Sukorejo Islamic boarding schools, Situbondo regency".

Based on the context of the study, this research is focused on pesantren business development strategies that have an impact on the welfare of the surrounding community. The focus of this research is described in the form of a problem formulation, namely how the strategy of economic empowerment of pesantren in business entities owned by Salafiyah Shafi'iyah Islamic boarding schools. How is the implementation of pesantren economic empowerment in business entities owned by Salafiyah Syafi'iyah Islamic boarding schools. How to evaluate the economic empowerment strategy of pesantren in business entities owned by Salafiyah Syafi'iyah Islamic boarding schools. The purpose of this study is to analyze and describe the strategy of economic empowerment of pesantren in business entities owned by Salafiyah Syafi'iyah pesantren. To analyze and describe the implementation of pesantren economic empowerment strategies in business entities belonging to Salafiyah Syafi'iyah Islamic boarding schools. To analyze and describe the evaluation of the economic empowerment strategy of pesantren in business entities belonging to Salafiyah Syafi'iyah Islamic boarding schools.

This research is expected to be able to provide benefits for institutions and parties involved in it. The results of this research are expected to be used as a reference, material for development and consideration and solutions to the problems being faced, as well as information material for the community. This research is a contribution to the development of science and institutional policy materials in facing the challenges of science and technology. The benefits of this research can provide information and insight to readers that pesantren are not only superior in the religious field but the existence of pesantren and pesantren graduates are able to play an active role in the economy to face western economic challenges and help improve the economy by opening business opportunities and reducing regional unemployment and poverty.

METHODS

The approach in this study is a qualitative approach because this research will understand social phenomena about the strategy of economic empowerment of pesantren in business entities owned by Salafiyah Syafi'iyah pesantren. A qualitative approach is a procedural step to understand what phenomena are experienced by research subjects such as behavior, perception, motivation, action, etc. holistically and from a perspective point of view, participants. (Moleong, 2017) Qualitative research methods are often called naturalistic research methods because the research is carried out in natural settings (Kuantitatif, 2016). This type of research is a type of phenomenological research. (Fitriani & Sugiyono, 2018) Where a researcher seeks to understand human behavior in terms of the frame of mind and way of acting of the people themselves. In the view of phenomenology means understanding events in relation to people in a given situation. This type of phenomenological research is a type of research that describes a certain object or event in detail and in depth that is only focused on one phenomenon, in this case focusing on the strategy of economic empowerment of pesantren.

The place of this research is located in the Salafiyah Syafi'iyah Islamic Boarding School and Pesantren Owned Enterprises (BUMP) which is right in Sumberejo village, Banyuputih district, Situbondo regency, East Java Province. The determination of subjects in this study was using purposive sampling techniques. On the side of this method, this study considers the role of informants in the process of pesantren economic empowerment strategies, so that the aspect considered in determining the subject of research is structural functional public positions related to the theme studied. The research subjects are the parties who are informants in this study.

The subject or informant in this study includes three elements, namely first, person is someone who can provide data in the form of oral answers through interviews, in terms of who can provide information, namely the head of the business sector owned by the pesantren, management, and the community. Second, place is data in the form of a display in the form of a state of rest and movement, such as the physical condition of the foundation, daily activities experienced by the entire pesantren community that is the source of the data. Third, paper is data that can present signs in the form of images, numbers, or symbols, such as books, documents, archives (Arikunto, 2012).

In research, data sources are a very important element. This is because of the heavy relationship between data sources and research results. The better the data source, the better the research results will be. In this context, the required data are primary data and secondary data. Primary data is data obtained directly from the field either through observation or interviews. So researchers in obtaining primary data are sourced from the results of interviews with managers, administrators and employees of BUMP with Purposive Sampling techniques. The source of the data was obtained from the chairman of Administration (M. Tohir) of the Salafiyah Shafi'iyah Business Sector. Kabag. Evaluation (Moh. Ihsan Bahri) Shafi'iyah Salafi Business Field. Kasubag. HR (Amir Fatah Kusuma) Business Field Salafiyah Shafi'iyah. Treasurer of Umana' Cooperative (Zubair) Business institution KSU Salafiyah Shafi'iyah. Waka. UD. As-Sharif (Amirullah) UD Salafiyah Shafi'iyah business institution. Ka. Unit Niswah Fashion (Hoirun Nisa') UD Salafiyah Shafi'iyah Institute. Ka. Self-Service Unit 2 (Muya Hidayati) institution UD Salafiyah Shafi'iyah. Head of canteen 4 (Sriwati). UD employees (Fatonah). Canteen guard (Umni Bariroh). Secondary data is data obtained from reading materials such as books, journals, articles, and related websites that support or complement primary data. Secondary data in this study are various books on business strategy, pesantren, empowerment and relevant journal research as well as several websites related to the theme of Islamic boarding school economic empowerment strategy.

Data collection techniques are the main step in obtaining data. Because the main purpose of research is to obtain data. The better the data collection technique, the better the research results. The data in the study consisted of primary data and secondary data. The primary data collection method was carried out using observation, interviews, and questionnaires. While the secondary data collection method is carried out by reading in the library or literature, citing those that have a relationship with research problems. (Ishak, 2013) According to Sugiyono, the data collection methods commonly used in a study are interviews, observation, documentation. (Kuantitatif, 2016) The data collection technique used in this study was to obtain data related to the study, researchers conducted interviews with several parties, namely business sector managers (M. Tohir and Moh. Ihsan and Amir) to obtain data related to the general description of pesantren businesses, the number of pesantren businesses, strategies and evaluations. Employees (Nisa, Fatonah, Muya) to obtain data on business empowerment and welfare.

Observation is a data collection activity by conducting direct research on the environmental conditions of research objects that support research activities, so that a clear picture of the economic condition of the Salafiyah Syafi'iyah Sukorejo Islamic boarding school is obtained. The study also chose the active type of participants as observers who participated in the activity being studied so that the data obtained would be sharper and arrive at the level of meaning of each behavior that was visible. This documentation technique, this study uses to obtain secondary data related to the profile of pesantren, activities that have been carried out by Pesantren Salafiyah Syafi'iyah in the framework of the strategy of economic empowerment of pesantren in Sumberejo Village, the profile of the institution, the history of the pesantren business data owned and the program of activities of Pesantren Owned Enterprises (BUMP). This method is also used as a reinforcement of observations and interviews. Because documentation includes secondary types of data, which can be in the form of writing, images or works from someone.

The validity test of data in research is important because it is useful for testing the validity and reliability of the data obtained during the research process. In qualitative research there are validity testing terms as in the following table:

Table 1. Data Validity

Aspects	Qualitative Methods
The value of truth	Internal Validity
Application	External Validity (generalization)
Consistency	Reliability
Naturalitas	Obyektivitas

In credibility testing, the technique used by researchers is the trinregulation technique. Triangulation in this study is defined as checking data from various sources in various ways and various times. Thus there are source triangulation techniques, engineering triangulation and time triangulation; (1) Source triangulation is carried out by checking data that has been obtained through several sources which are then analyzed to produce a conclusion from several sources. Triangulation techniques to test the credibility of data are done by checking data to the same source with different techniques. Time triangulation. Time also often affects the credibility of the data. For this reason, data can be done by checking with interviews, observations or other techniques in different times or situations. If the test results produce different data, it is done repeatedly so that the data is found certain.

RESULTS

A. Formulation of Pesantren Economic Empowerment Strategy in Improving Welfare in Business Entities Owned by Salafiyah Shafi'iyah Islamic Boarding School

Strategy formulation is the initial process to determine the direction, goals and even technical strategies to be developed. In fact, many experts have explained and offered several tactical steps that can be taken in the strategy formulation process. One expert who explains this is J. David Hunger & Thomas L. Wheelen. According to both, the formulation process consists of formulating goals, vision, mission and long-term work rules, identifying opportunities and threats, strengths and weaknesses of business institutions, developing alternative strategies and determining appropriate strategies to be adopted. In the research findings that have been compiled, it appears that there are several things that are different from the theories compiled by a number of previous experts. The planning process for business institutional development seems to be more complex. There are many varieties of stages that are carried out. To detail the various stages found, researchers will explain them one by one and their relationship with improving community welfare.

1. Formulation of policy directions for economic development of pesantren

This formulation is contained in the manual of management and employees of the business sector. Where the content of the book is about the rules and SOPs that apply to the development of pesantren businesses. The formulation of the policy direction can certainly change in accordance with the direction of business development. The formulation was formed from the results of meetings and evaluations from the management of the business sector, and the management of the business development institution which was then approved by the head of the business sector and then closed with the caregivers and ratified into a new organized policy.

The formulation of the direction and policy in question is the preparation of holistic targets which are the main objectives of the institutional development strategy. The formulation of this policy direction is carried out based on the formulation of the vision of the pesantren and the mission that has been formulated by the founder of the Salafiyah Shafi'iyah pesantren himself.

The formulation of strategies in the Salafiyah Shafi'iyah Islamic boarding school cannot be separated from the philosophy or interest of the founder of the pesantren to develop its institution. The figure of the founder of pesantren is a source of value and direction for the development of pesantren in the future. Likewise, in determining the institutional development

of its business, its main goal will certainly never be separated from the figure of kiai as the founder and sourcer of the pesantren organization. So with the explanation of several research studies written by Aimee, et al, and R. David. They explained that the formulation process consists of preparing a vision and mission as a guideline for conducting an alternative assessment of strategies.

However, there is something that distinguishes from the conception built by some of the experts mentioned above, the vision and mission of pesantren are connected with the wishes or expectations of caregivers in their pesantren institutions. If the vision and mission referred to by the two previous figures are the main goals that are formulated professionally. In pesantren not only that, there is also the role of caregivers as founders and rulers in pesantren. So in this case the formalization of the strategy developed by pesantren is still related to the leadership role of kiai in the organizational culture of pesantren. Thus, in this perspective, the strategy developed in improving the economy of pesantren cannot be separated from the management of organizational culture.

The vision or development order that contains the values and philosophy of this kiai view is the basis for the preparation of the management and employee manual. In it there is a mandate to develop pesantren and empower the community. One of them can be done by strengthening economic efforts as a form of realization of one of Kiai As'ad's wills, "my students who go home or quit must take care of and think about at least one of these three things: education, da'wah through NU and community economy". From this sub-mission, the movement of institutional development of pesantren business is driven to improve the economy with a wider scope.

2. Establishment of business institutional structures in the business sector and business institutions and units under them.

This structural formation is carried out based on readings on social groups managing pesantren. Pesantren as an institution certainly has a working group. In the institutional body of pesantren there are several groups that become central figures or have an important role in carrying out their functions. The group in question is all administrators and managers who have helped the development of pesantren. There are only two groups of developers or managers of pesantren, namely the group of educators and education staff and the kiai group which in the Pesantren Law can be aligned with the Masayikh Council. (Panut et al., 2021) But it looks like the group mentioned in the rules. The management group referred to in the findings is based on the sub-unit of the pesantren organizational culture. It is very common to know that the management of pesantren according to their responsibilities consists of:

- a. Lembaga Kepesantrenan, which is in charge of dealing with pesantren problems, pesantren administration, and all matters related to survival in pesantren.
- b. Educational institutions, which are responsible for the running of education in pesantren either formal education (madrasah, school, or college), or non-formal institutions (institutions for the development of the Qur'an, books and foreign languages)
- c. Kamtib institution, which is responsible for the security and order of the pesantren.
- d. Business institutions, responsible for the business of pesantren and its development.

All of them have different cultures of interaction and work tasks. Although these institutions are not united in one structural subdivision of formal work, their existence is undeniably culturally distinctive. So that if put together, there will be communication and views that are not the same between each other's institutions, so, understanding organizational culture is certainly important in this case, because not all pesantren that develop in Indonesia can follow the rules of the law in the design of their implementation, this certainly adjusts to the conditions of the pesantren and remains guided by the laws that have been regulated.

The formation of the structure is actually to facilitate tasks and responsibilities, we understand that the leader in pesantren is only one, namely a kyai, to continue to advance and the pesantren survive in the midst of the times, of course it would be nice to form a separate institution in accordance with its responsibilities. Like the business sector, the business sector has a self-managed business institution consisting of four internal institutions (which are purely managed by the business sector) and external institutions that are not directly managed by the business sector, it's just that the business sector is also a shareholder in the external business. The purpose of forming this structure is to facilitate the management system where there is a head of sector, and the staff is tasked with embracing four business institutions. And there are chairmen and staff from each of these business institutions, namely: UD, KSU, KPM, As'adiyah Clinic. Where the three institutions have business units that are also formed structures in these units consisting of the chairman, accounting, cashier, salesperson / waiter and operator. From all these structures, JOB Discription Management has been arranged.

3. Preparation of annual work programs as an effort to plan and guide more focused business

In carrying out a hysterial activity, the company or organization must have set a vision and mission and strategy to achieve goals. References to control the direction of running the strategy must certainly compile a work program first, Preparation of work programs as a form of strategy to realize the company's vision and mission. The work program can also be a benchmark in achieving targets when doing work, which then the results will be evaluated at the end of the reporting or bookkeeping that has been written in the work program. Therefore, work programs must be carefully planned in order to determine the right strategy to solve various problems that occur in an organization.

The work program prepared by the pesantren business sector is certainly a reference for annual activities that will be carried out by considering and evaluating shortcomings in the following years to be refined in the future. In the economic development of pesantren, work programs are made in each business institution, either cooperatives, trading businesses or As'adiyah clinics. Thus, the institution as the managing management of several units under it certainly has references and images to realize the business plan that has been made.

As T. Hani Handoko said, in strategic planning, there is a process of selecting organizational goals, determining strategies, and strategic programs needed to achieve goals (Handoko, 2022). The fact that occurs in the field, that the formulation of work plans at the Salafiyah Shafi'iyah Islamic boarding school business institution seems to be ideally in accordance with the prevailing theory. Moreover, there are several findings describing efforts to develop SWOT analysis seen from the analysis that has been carried out. The work plan carried out by business institutions is not only concerned with turnover towards the economic development of pesantren, but pesantren are very concerned about the condition of the community. It is proven that the opening of many business units certainly provides opportunities for the community to contribute to common welfare. The Salafiyah Shafi'iyah boarding school is not a small pesantren, and so far it has experienced rapid development since the leadership of the fourth caretaker, gurunda KHR. Azaim. The rapid development of pesantren certainly has great opportunities for the development of pesantren business. This has been thought of and even planned how the pesantren will be in the next few years and how the pesantren business will be in the future. So, the work plan does not only focus on one year. In realizing this, of course, requires continuous design and evaluation.

In formulating a corporate strategy, of course, there is a need for a SWOT analysis. Related to the results of the analysis carried out, it seems that comprehensively the SWOT model has been carried out even though the results are not documented textually. The author inventories the results of his analysis in accordance with the data collection that has been carried out, which is as follows:

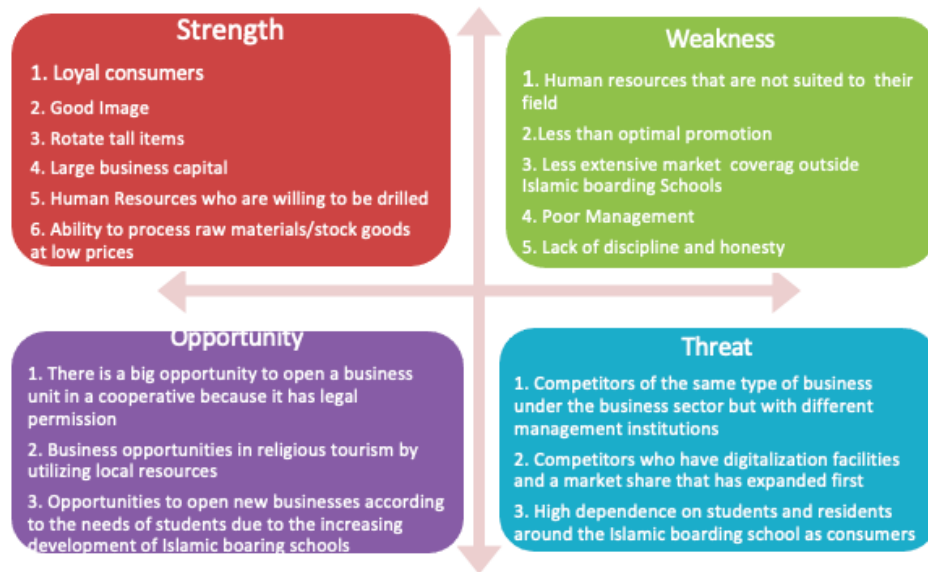


Figure 1. SWOT Formulation of Economic Empowerment of Pesantren

4. Human Resource Planning (HR)

The basic objective of human resource planning is to identify future needs and availability of human resources with the skills required in the company. The existence of HR (Human Resources) planning will have an impact on organizational / company performance and employee / employee performance. The impact on company performance will be seen because the HR planning will make the company have employees / employees with increased qualifications and in accordance with the needs of the company. In addition, the existence of HR planning will also play a role in rearranging the composition and position of existing employees, so that the company will be managed by appropriate employees. The impact of HR planning on employee performance will be seen because with HR planning, employees will master their work better so that they can work better.

In the business field of Salafiyah Syafi'iyah Islamic boarding schools, in conducting HR planning, the first thing to do is to tighten the selection process in accepting new employees / employees. The criteria set are not only related to the suitability between the level of education and the work position to be filled, but also about the skills he has. Even in the Salafiyah Syafi'iyah Islamic Boarding School, Kiai prioritizes expertise and experience rather than the level of education. So it is not surprising that in the pesantren business unit there are more employees with Bachelor of Education qualifications than Bachelor of Economics. In addition, in the early days of employment, the employee will be monitored in terms of his observance of religious obligations, such as prayer, akhlaqul karimah and fasting. This is done in the hope that religious nuances will still be created even though it is in the business field.

In filling important positions, namely the leadership ranks, can only be filled by people who have affiliations with pesantren, such as pesantren families and alumni. Pesantren Salafiyah Syafi'iyah avoids accepting people other than family and alumni to fill important positions because based on their experience, they lack loyalty to the pesantren. So the way that the Salafiyah Syafi'iyah Pesantren in filling these important positions is by educating and training people in the pesantren who are considered reliable in these positions. for example, in the past when the kiai wanted to open a livestock business unit but the pesantren did not have an expert person to be the person in charge / head of the unit, then what the late kiai (KHR. Ach. Fawaid) is providing

scholarships to several pesantren alumni to continue their education in animal husbandry at one of the leading universities in East Java.

HR planning is not only carried out in the form of determining employee criteria during the selection / open recruitment process, but also by identifying available human resources. The results of the identification will be used as a reference to rearrange position positions in existing business units. In addition, at the beginning of each period/year, to further increase morale for employees/employees, kiai together with the head of the business sector always provide motivation, especially spiritual motivation. With spiritual motivation, it is expected that the improvement of performance carried out by employees will be carried out on the basis of religion, not because of material factors.

B. Implementation of the Pesantren Economic Empowerment Strategy in Improving Welfare in Business Entities Owned by Salafiyah Syafi'iyah Islamic Boarding Schools

After the formulation has been prepared, the next stage is the implementation stage. At this stage, of course, it is the process of implementing the entire planning, at this stage it will be clear all efforts to develop the pesantren business institution to develop aspects of the economic independence of the pesantren. In this case, the implementation process will be read from two sides, namely theoretical management strategies and their effectiveness in improving the pesantren economy.

On the perspective of strategy management theory, there are several that should be studied. According to David, in this case, the things studied are usually related to management patterns, implementation, marketing, finance / accounting, Research & Development (R&D), and Management Information System (MIS). Of course, the theory compiled by But is not much different. In the researcher's search, R David also explained in his book that actually the most important thing in strategy implementation is related to strategy design. So if the design has the holistic goal of increasing independence, then several stages are not only related to these general steps. However, more must also include the orientation of the pesantren economic independence sub-development design.

For more details, the author will group the discussion in accordance with the forms of economic empowerment achieved in this stage of implementation. Some of the discussions are as follows:

1. Business institutional development in increasing economic autonomy

Economic autonomy is a process that gives freedom to business people or business groups to behave according to their own knowledge and abilities. There are three important things that occur in the implementation of the pesantren development strategy in the process of developing economic autonomy. First, work assignment to each business institution in implementing delegative-participatory development programs. That is, several alternative programs that were planned from the beginning, were fully handed over to the structure of each business institution. Such a thing is called delegative work assignment. While the mention of participatory because it is jointly carried out by the structure group of each business institution. So delegative and participatory are the nature of the assignment of implementing business development programs in each business institution.

Such a work assignment model has the maximum impact on the quality of work owned by the management of business institutions. This means that there are efforts to give the potential freedom of administrators to develop. It is in such situations that they have actually gained the urge to do autonomous work. They will have a critical view in terms of improving the pesantren economy because they feel trusted and believed to have the capacity to support the economic autonomy of pesantren. So the process of implementation process by way of delegative work assignment will form critical and independent awareness to organize efforts to develop the pesantren economy independently. If all cooperatives have been able to organize programs with

their creativity, it will strongly support the establishment of pesantren business units. Such implementation certainly appears to be in accordance with the main objectives prepared in the initial planning.

Second, granting authority to structural business institutions or business units in good financial management. Thus, business managers are free in financial development including capital turnover, procurement of stock of goods, cooperation with alumni or marketing sales. So that this freedom will form a reliable entrepreneurial character in the future and strengthen economic autonomy in pesantren. This freedom certainly cannot be separated from the control of institutions or business fields. For this reason, financial management must be transparent and accountable, as something including the entry and exit of money must be inputted in the sales accounting program that is available in each business unit. So, in terms of financial reporting, business units do not use manual financial statements such as excel. However, there are special sales programs that are more systematic and easy to control.

Simply put, autonomy in terms of implementing the management of Islamic boarding school institutions is the management of records and financial systems without being bound by optimizing the human resource capabilities owned by each cooperative. This effort is for the creation of a microfinance development pattern based on the potential of existing structural human resources. This is what some experts call a medium for increasing the independence of the economic capacity of pesantren. Slamet Widodo. He researched the strategy of empowering the pesantren business. In fact, the indicator is strong business capacity if there are micro-enterprises that have been established autonomously. Of course, this is very much sought by the business field of the Salafiyah Shafi'iyah pesantren.

Third, provide freedom in the development of business units, cooperatives and trading businesses As-syarif, in the sales or service and services sector. As mentioned earlier, the pesantren business unit is carried out by examining the existing potential, both human resources and finance. So actually this third one still has something to do with the process of financial creativity. One of the financial management is the management of business capital development. In this side, of course, expenditures or business capital will be managed by the pesantren business unit. In this sector, it is not only a matter of consideration of business management, but also consideration of the business sector to be developed. Several business sectors are certainly developed with the potential of finance and human resources owned by the business sector. Granting authority in terms of business unit development can be considered as an empowerment process. Kabeer explained that the process of economic empowerment can not only be done by the process of developing skills or developing human qualities that are not quantitatively measurable. However, there are also some financing that needs to be developed through the implementation of business units. Thus, there needs to be a cost that is considered as empowerment capital in supporting economic businesses in accordance with the needs of developing the capabilities of the community (Kabeer, 2005).

All of the above stages are carried out to develop cooperative autonomy. The process of program implementation, finance and business unit development can form the freedom of business institutional development in a free and directed manner. This freedom will provide space for managers to jointly improve the economy of pesantren creatively. More development initiative ideas will emerge with such a pattern of implementation.

2. Implementation of business assistance as an effort to empower businesses

The implementation of mentoring is also sought to increase the economic power of Islamic boarding schools. At this point, what is meant is one of the tools to measure the economic independence of pesantren. In the implementation of business institution development, it is carried out with several steps, including, Providing Training and Development in accordance with

the potential of the business unit developed. In providing training focuses on training human resources and financial management. Human resource training is intended for business unit managers consisting of: unit heads, admins, cashiers, salespeople and operators.

In the implementation of mentoring, of course, there is control over economic activities carried out in pesantren. Actually, there are many types of pesantren businesses, but not all pesantren businesses enter the business field. The pesantren businesses whose management is under the business field are only four institutions, musa'adah cooperative, umana' cooperative, dagamg as-syarif business, and as'adiyah clinic. For the rest, it is only limited to partnerships. Islamic boarding schools that are not managed by business fields such as agriculture, fisheries, animal husbandry, gas stations, mini seleps and food courts. All of these businesses utilize the surrounding community as managers and these efforts are under the responsibility of pesantren. For gas stations, the business belongs to UD. Hafas managed by Mrs. nyai Djuwairiyah.

There is one UD business whose profit-sharing system is canteen 4. The canteen specifically accepts storage of various cuisines ranging from drinks, rice and various types of cakes from the surrounding community. The management system is not the same as other units that use structures systematically in their units. In canteen 4 there is only the chairman and the canteen guards consisting of 7 people. The financial system is not the same as other units that use sales applications or excel financial statements, because the sales system is profit sharing between the custodian, and UD.

Another form of empowerment from this implementation is business training. If the author said earlier that employees in the business sector have human resources who are willing to be trained, then in reality in the field, new workers are indeed a special concern for the head of the business unit, they are given training and understanding of the real conditions that are being faced, so that if these employees are competent in their business, it will certainly be considered by the management of institutions and fields to be promoted or even transferred to positions that match their skills, even employees who have been competent, he can become an Accounting, unit chairman or even a board in a business institution. There are even some employees who he opened his own business at home with the provision of what he had learned during his time as an employee in the business unit.

In addition to training in business units, there is also special training held every year by business fields in collaboration with various parties, such as the cooperative office, sidogiri excellent center, bank financial managers and others. With the aim of providing training related to human resource development with the hope that pesantren businesses, especially under the business field, develop in accordance with the wishes and goals to be achieved. The hope is that with this training, management, management and employees can foster a good work ethic, loyal attitude towards pesantren and essentially provide and hone skills so that they have competencies in accordance with their jobs and the wishes of the business field. In addition, in this routine training, usually the caregivers of the Salafiyah Shafi'iyah Islamic boarding school, namely kiai KHR. Azaim will provide taujihad and irsyadat related to the economic development of pesantren built in each employee. how important it is to show and train human resources according to him but still balanced with humility, honesty and most importantly everything that starts because Allah through the process of God's pleasure will be blessed forever, so that the intention to work in Islamic boarding schools is balanced with service or service because it is useless if you only pursue payment but lose blessings.

In the implementation of the process and the achievement of empowerment goals, there are five important points, namely, enablement, strengthening, protection, support, maintenance. Possibility is intended to create an atmosphere that allows the potential of the community to develop optimally. Reinforcement is intended to strengthen knowledge and abilities possessed. Protection is intended to protect communities and small groups from being oppressed by

powerful groups. Support is intended by providing guidance and support so that the community or employees are able to carry out their roles. And maintenance is intended to create conditions conducive to maintaining a balance of power distribution between divisions, so that each employee has his own duties and positions without any oppression of power and they have joint business opportunities.

The facts in the business unit are true in accordance with the theory that the five elements above work properly. Because they always think that ignorance is a process that must continue to be carried out with full responsibility, so that there is still balance and peace in the process, no one is more powerful than anyone and seniors train their juniors in the hope of advancing the business of pesantren, then including devotion to pesantren which they hope in the hereafter will gather together with the pesantren community. Thus creating worker loyalty and forming values and norms of economic development of each individual.

3. Building partnerships

In business management, there are certain types of businesses that cannot be done alone by pesantren because of the limited human resources they have, so the step taken is to build partnerships. With the partnership, it is hoped that the vacancies and shortcomings in Islamic boarding schools can be filled and resolved so that the development of the business sector can continue. There are two types of partnerships that exist in the business field: First, partnerships in business institutions, which have many partnerships, namely the ash-syarif Trade Business (UD), because the business is much involved in the retail sector which requires providing stock of goods to students who number almost 20 thousand. Of course, this cannot be handled alone, therefore UD collaborates with MSMEs, companies and alumni to establish partnerships. The cooperation carried out by UD includes: uniform cooperation (clothes, sarongs, songkok), marketing cooperation for alumni products supplied to business units at As-syarif supermarkets.

Then cooperation with cooperatives in the form of suppliers of goods that are ready to be marketed. This collaboration is open to anyone, but business institutions do not selectively choose if the supplier of the goods is from alumni, in addition to alumni being part of Islamic boarding schools, halal goods are also guaranteed even though the goods are processed by home (handmade). By attracting several businesses and MSMEs from the community, alumni and other companies will certainly help their economic development, because in fact pesantren already have a good image among the wider community, so that the good image also applies to the goods traded. With the implementation of partnerships in this model, the pesantren business field can still develop even with limited human resources.

Second, partnerships in the business sector. The partnership is in the form of investment by the business sector in other pesantren businesses managed by pesantren families or managed outside the business field such as UD. As-Salafi and CV. Haphas. These efforts are not handled by the business sector, only including external businesses whose reporting goes to the business sector, which is then reported to the caregiver. Because the business sector only invests its capital in these external businesses, of course, profits and profit sharing are adjusted to the amount of capital that has been invested.

C. Evaluation of Pesantren Economic Empowerment Strategies in Improving Welfare in Business Entities Owned by Salafiyah Syafi'iyah Islamic Boarding Schools

The evaluation process is an assessment of the implementation of strategies carried out over a certain period of time. If the process is carried out in a timely manner, it will efficiently resolve the problem before it feels at a critical situation. Some figures agree that it is a strategic management process to maintain and even develop strategies in a sustainable manner. Therefore, most strategists agree that strategy evaluation is essential to an organization's development journey. Especially if it is contextualized in this study. Strategy evaluation is a way of continuous business institutional

development in order to further improve the quality of independence of pesantren. Of course, there are some process substances that are important in the strategy evaluation stage. Aime Hanee explained that what is evaluated from a management strategy is the implementation of the strategy and its direction. Meanwhile, according to David, all sub-assessments are carried out with variants including, review, assessment and control.

Strategy evaluation in this study is carried out in an integrated manner, both in terms of methods, scope to the implementation stage. However, the author further simplifies the discussion on this evaluation including two discussions, namely the evaluation of financial management strategies and, evaluation of the quality of institutional development. The description of the two evaluations is as follows:

1. Financial strategy evaluation

The assessment process of financial management strategies is carried out through several stages of careful reporting and evaluation. The reporting in question relates to the latest financial data and assets as well as developments owned by Islamic boarding school business institutions. All aspects related to the quantitative presentation of financial condition and assets are systematically detailed. Some discussions about finance consist of capital in the form of finance and assets. Some of them are equity capital, external capital, business quality, business administration assets, amount of deposits and loans, non-performing loans, master book and auxiliary book. All are presented in the form of quantitative data. This means that the presentation of the report has been conveyed in the form of numbers and can be measured precisely. Only after the reporting is complete or deemed complete, an evaluation is carried out on the contents of the report. This assessment is of course to measure the health of the business and management efficiency financially and quantitatively. This evaluation process is also known as auditing. Auditing is an assessment of the examination of evidence and information about capital, assets that are in assets and liabilities for how much financial income is generated from the business being run.

The tactical steps taken in the auditing process are to see how the implementation of the program and the productivity of the financial and asset management program are carried out. In this stage, the evaluation is not focused on reviewing financial records alone, but ensuring the program runs according to target or according to plan. So this type of evaluation form is an integrated evaluation meeting that not only focuses on the value of asset and financial figures but is coupled with the process of building on processes that are roughly related to these numbers.

So, the asset and financial valuation process is carried out with two scopes, namely, First, the process of evaluating the effectiveness of financial programs. This form of evaluation is focused on the extent to which the effective program implementation of the program runs effectively. Mainly as the main supporter of the Islamic boarding school work program, both in business institutions, and even Islamic boarding school business units. The position of the evaluation is as an evaluation of the entire existing program.

Second, the process of evaluating financial efficiency. The form of the evaluation process carried out aims to audit the record of financial flows. Both from debit, credit to the condition of the asset. So the process is carried out focusing on the implementation of accounting. So that the result is material financial considerations and becomes the basis for formulating a budget program in the next period.

2. Quality evaluation of institutional development

There are several aspects of assessment that need to be carried out in the process of institutional development of pesantren business. In addition to assessing the movement of assets and finances, the development of developed business ventures. Some of the things that are assessed in this aspect are the assessment of the work of managers and the development of the quality of community businesses which are assessed from the development of the quality of

individual business development actors. Theoretically, Kebeer's evaluation process is widely explained. He said that this assessment process was carried out on the development of business managers and structures. The indication is maturity in conducting economic business independently.

The assessment process carried out at Pesantren Nurul Jadid in the case above, is carried out in the form of a report. But not on such financial statements and assets. Qualitative forms continue to be compiled on the basis of a periodic examination process. There are several things that are checked, including matters related to the quality of planning, implementation, administrative processes, employee competence, and the like. All of them are reported to be discussed together in each business institution related to the evaluation of their business units.

This evaluation process is actually more about reassessing things that are still weak and have been strongly held. That is, such an assessment seeks to re-reveal the quality resulting from some of the programs developed. It also includes an evaluation of weaknesses, strengths of business units and their progress. Thus, business units that have problems are quickly handled by providing the right solution. However, if the business unit is difficult to handle, from the evaluation results, it will be decided to continue to find a solution or close the business unit. Closing a business unit is not arbitrary, so you still have to consider various aspects even what often happens if you close a business unit, it is replaced with another type of business but still under the management of the same business institution. For example, the photocopy and ATK business units were closed and replaced with laundry businesses. In the process, the place of business still only changes functions and names and even different employees. Therefore, another form of quality development evaluation is an evaluation related to human resource development, where competent human resources for a food business will be placed on the skills they have, in this case not only education is influential, but skills and experience also greatly affect the development of human resources.

CONCLUSION

The conclusion of this study is that the process of formulating a strategy for empowering pesantren has several stages. First, the formulation of the policy direction of economic development of pesantren. This formulation is contained in the manual of management and employees of the business sector. The contents of the book are about the rules and SOPs that apply to the development of pesantren businesses. The formulation of the policy direction can certainly change in accordance with the direction of business development. Second, the establishment of business institutional structures in the business sector and business institutions and units under them. This structural formation is carried out with the aim of forming good and systematic management as a driver of the strategies that have been formulated. Third, the preparation of annual work programs as a planning effort and more focused business guidelines. The preparation of work programs is carried out periodically based on evaluations of the development of the previous period. Fourth, human resource planning. The plan is intended to select human resources according to the qualifications needed by the institution, so that business development can be carried out optimally.

The author has described above, that the implementation of the pesantren economic empowerment strategy has several stages, namely: first, business institutional development in increasing economic autonomy. In this stage of development, there are several points carried out, including: work assignment to each business institution in implementing a delegative-participatory development program, granting authority to structural business institutions or business units in good financial management, and providing freedom in the development of business units, cooperatives and As-syarif trading businesses, in the sales or service and services sectors. Second, the implementation of business assistance as an effort to empower businesses. This assistance is a form of supervision of the work program and business development of pesantren. Third, Build partnerships. Partnerships that are established consist of two categories, namely partnerships in business institutions (in the internal field) and partnerships in the business sector (external fields).

There are two stages of evaluation carried out, first, financial strategy evaluation. The asset and financial valuation process is carried out with two scopes, namely, the process of evaluating the effectiveness of financial programs (audits), and the process of evaluating financial efficiency. So the process carried out focuses on the implementation of accounting. Second, Evaluation of the quality of institutional development. The quality evaluation involves all elements of the institutional structure including the quality of management development, business units and HR evaluation.

Suggestions for some findings are certainly important for the development or management of pesantren. Especially in terms of institutional development to increase the economic independence of Pesantren. For subsequent experts and researchers, this study certainly has weaknesses and limitations. In terms of the study of policy development of business institutional development for economic independence, the author realizes that it has not fully been used as an ideal model for improving the economy of Islamic boarding schools. Also for Kiai Haji Ahmad Shiddiq Jember University, especially the Postgraduate in Economics study program, the results of this research can be one of the academic contribution materials for scientific development related to the management of Islamic boarding school business institutional development strategies.

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International Journal of Social Service and Research (IJSSR)

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