

Entrepreneurship Development Strategy of Santri

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A B S T R A C T

The importance of entrepreneurship in society is not only a tool to make improvements and changes in the quality of person and society, the efforts and works hard are needed that focused on encouraging the creation of entrepreneurship. In this case, HIPSI Pasuruan Regency have a good and effective management concept that is summarized in a human resource development management, internally and externally. One of the institutions that has the potential to improve entrepreneurship is pesantren, because from pesantren students not only get Islamic knowledge but also get entrepreneurial knowledge. The purpose of this research to find out and describe the strategy of developing student entrepreneurship by HIPSI Pasuruan district. This research uses a descriptive qualitative approach, where research data is obtained from observation, interviews, and documentations. researcher used technical triangulation to test the completeness of the data by checking data from the same source using different techniques. The results show that the strategy carried out by HIPSI in the development of student entrepreneurship is by visiting islamic boarding schools to introduce HIPSI to the leaders and directors of islamic boarding schools, In addition, also invites schools to hold events in the form of education and training about entrepreneurship to the students. This agenda by HIPSI Pasuruan is called HGTP (Hipsi Goes To Pesantren). In HGTP, there are several main activities carried out like talk shows, trainings, and social activities related to entrepreneurship development strategies.

Keywords: Development strategy, entrepreneurship, students

INTRODUCTION

The importance of entrepreneurship in society is something that must be considered in order to make improvements and changes to the quality of the economy. It requires action, effort, and hard work by the government and stakeholders in encouraging the creation of entrepreneurs. One of the institutions that has the potential (Indra, 2015) in an effort to foster entrepreneurship is Islamic boarding school. Islamic boarding school has three main roles, namely: First, as a cadre center for religious thinkers (center of excellence). Second, as an institution that prints human resources, and third, as an institution that has the power to empower the community (agent of development). (Suhartini, 2019) Seeing its function, this Islamic boarding school can act as an intermediary institution that is expected to be a mediator of empowerment and a driver of community development. Therefore, the attitude of attention and care for social change should be shown by Islamic boarding school managers, including participating in overcoming real community problems such as poverty and unemployment. (Zubaedi, 2017)

One important step that needs to be taken by Islamic boarding school in overcoming the above problems is by developing an entrepreneurial culture in the Islamic boarding school environment. Entrepreneurial culture is the mind, intellect, behavior, customs of the self and the environment, thus creating entrepreneurship. An important role that makes entrepreneurship a plus in the Islamic boarding school environment is that in addition to being taught entrepreneurship, they have also been instilled with strong Islamic values and good role models. This can be an asset for students to become entrepreneurs because Islamic boarding school is an educational institution to produce religious and independent people. (Indra, 2015) The pattern of life while in Islamic boarding school familiarizes students to have a spirit of independence, sincerity and simplicity. This pattern is able to foster the optimism of students in entrepreneurship. (Rasyid, n.d.) Thus, Islamic boarding school can become the center of economic institutions for its citizens both inside and outside the Islamic boarding school (Faozan, 2016).

To maximize the potential of Islamic boarding school in empowering the people's economy, Nahdatul Ulama (NU) as the largest Islamic organization in Indonesia, made a strategic step by forming an organization, forum or institution as a unifying or national movement called Himpunan Ikatan Pengusaha Santri Indonesia (HIPSI) under the auspices of Rabithah Ma'ahid Islamiyah (RMI) NU. In this case, HIPSI has made a determination to educate and develop small and medium entrepreneurs who have added value, synergy, and dignity. With the potential of Islamic boarding schools incorporated in RMI NU, reaching 23 thousand Islamic boarding schools, which educate around four million students, is an extraordinary potential. If all or some of these students are successfully empowered to become independent entrepreneurs, Indonesia will be more prosperous.

The economic challenges of the past are of course different from the more complex economic challenges of today. It can be seen that, entrepreneurial challenges that often occur today are

increasingly fierce and open competition to a global scale, the carrying capacity of natural resources is decreasing, and human resources are not mastering the business being run. So, in this condition HIPSI wants to invite and provide opportunities for students to jointly unite their potential, raise their own economic dignity, so that they are better prepared to carry out community tasks, as well as contribute greatly to healthy economic growth.

In managing the development of santri entrepreneurship, it cannot be separated from the concept of management in carrying out its functions to achieve the vision, mission and goals of the organization. Good management is able to create and develop human resources that grow, excel and are professional. HIPSI Pasuruan Regency already has a good and effective management concept in developing human resources. However, an organization must have a structured management concept in order to achieve its vision and mission in a directed manner. Furthermore, an absolute requirement that must be met in this management is the harmony of the implementation process of developing santri entrepreneurship with the vision, mission and goals of the organization. Through the vision, mission and goals of the Islamic boarding school, it can be seen from how the planning, implementation and evaluation of the management of the entrepreneurship development of students are applied, whether it is in accordance with the original purpose of establishing HIPSI or not. The main aspect that will be studied in this research is how the management of entrepreneurship development of students by HIPSI Pasuruan Regency.

RESEARCH METHODS

The research approach can be categorized into two things, namely a qualitative approach and a quantitative approach. (Awaabiin, 2021) This research uses a qualitative field research approach, which is an approach by describing the studied in a descriptive and narrative manner. In this case the researcher observed the phenomena that occur in society related to the economic development strategy carried out by HIPSI Pasuruan in developing student entrepreneurship. In this research, researchers will use phenomenology in economics, socio-economics, and Pasuruan HIPSI activities in developing entrepreneurship for students at Islamic boarding schools. Then the researcher will conduct research and make a qualitative descriptive report.

Researcher is the main instrument as well as data collector in order to obtain the necessary data principles. Researcher collected data through observation, interviews, and documentation with non-participant observations because researcher was not directly involved in HIPSI Pasuruan activities in developing student entrepreneurship.

This research conducted at the DPD HIPSI Pasuruan, which is one of the social organizations in economic development through student entrepreneurs in Islamic boarding schools in Indonesia. This location was chosen, because this research location is rich in economic development activities in building an entrepreneurial spirit for students.

Data source is the subject from which the data is obtained which includes how to retrieve and process the data. According to Suharsimi Arikunto in Angky, the data source is the subject from which the data was obtained. (Febriansyah, 2017) The data source is the subject from which the

data was obtained, which includes how to retrieve and process the data. The primary data source in this study was in the form of interview data, with the chairman of HIPSI Pasuruan, members of HIPSI Pasuruan. The secondary sources is in the form of activity documentation and the results of interviews with informants as reinforcement of the primary data sources. Data collection techniques or procedures that researcher use to obtain objective data, namely by utilizing interview methods (Interview), observation and documentation.

In examining the data, there are method triangulation, technical or data triangulation, and theoretical triangulation. (Sugiyono, 2006) In this research, researcher used technical triangulation to test the completeness of the data by checking data from the same source using different techniques. The method used by researcher is to obtain data through interviews, then compare it with observational data and documentation. Data analysis was carried out by organizing the data, describing it in units, synthesizing it, compiling it into patterns, selecting the important data needed in this research and describing it in a descriptive qualitative form. Qualitative research as an "umbrella" term includes interpretation techniques that seek to explain, describe, explain and understand the meaning of various phenomena that naturally exist, in Pasuraun HIPSI activities. (Suwarsono, 2016)

RESULTS & DISCUSSION

Strategy Management

Strategic management is the art and knowledge of formulating, implementing, and evaluating the management decisions of an organization to achieve its goals. Strategic management focuses on integrating management, marketing, finance/accounting, production/operations, research and development, and computer information systems to achieve organizational success. (David, 2020) Strategic management is related to the process of producing strategic plans and policies as a manifestation of applied strategies that serve to achieve organizational or corporate goals in the long and short term. In strategic planning, there are three important stages that cannot be missed by an organization or company when planning a strategy, namely strategy formulation, strategy implementation / implementation and strategy evaluation. (David, 2020):

a. Strategy formulation

Strategy formulation is the initial stage where the organization or company sets a vision and mission accompanied by an in-depth analysis of the company's internal and external factors and the establishment of long-term goals which are then used as a reference for creating alternative business strategies where one of them will be chosen to be determined in accordance with the conditions of the organization or company.

b. Strategy implementation,

Strategy implementation, is a step where strategies that have gone through rigorous identification of external and internal environmental factors and adjustments to organizational or company goals begin to be applied or implemented in intensive policies where each division

and functional organization or company collaborates and works according to their respective tasks and policies.

c. Strategy evaluation,

Strategy evaluation, is the final stage after the strategy is implemented in real practice to assess its effectiveness against expectations and achievement of organizational or company goals. The assessment is carried out by measuring the success factors or indicators achieved and evaluating the success of the performance of the strategy for further formulation and implementation in the future to be better and more effective.

Human Resource Development

Human resource development is concerned with providing learning opportunities and development, creating training programs that include planning, organizing, and evaluating these programs. (Armstrong, 2012) Human resource development can be defined as a set of systematic and planned activities designed to facilitate employees with the skills needed to meet current and future job demands.

Human resource development is a planned and sustainable effort made by the organization in improving employee competencies and organizational performance through training, education, and development programs. Human resource development is a process undertaken to develop workers' knowledge, skills, and abilities, as well as competencies developed through training and development, organizational learning, leadership management, and knowledge management for the purpose of improving performance.

From some of the above definitions, it can be said that HR development is all activities carried out by the organization in facilitating people under its auspices to have the knowledge, skills, and / or attitudes needed to handle current or future jobs. The activities in question are not only in the aspect of education and training, but also in the aspect of career and organizational development. In other words, human resource development is closely related to efforts to improve knowledge and abilities and the provision of career paths supported by each agency in achieving progress.

Entrepreneurship Concept

a. Entrepreneurship in economic perspective

The word entrepreneur in Indonesian is a combination of the words wira and usaha. The word wira means model or example. Meanwhile, effort means strong will to obtain benefits.(Abdullah, 2015) According to Tarsis Tarmudji, an entrepreneur is someone who is strong-willed in business who should be an example.(Tarmudji, 2013) Joseph Schumpeter, as cited by William D. Bygrave, defines entrepreneurship as follows:

"Entrepreneur as the person who destroys the existing economic order by introducing new products and services, by creating new forms of organization, or by exploiting new raw materials".(Willy & Sons, 2014) (An entrepreneur is someone who breaks the existing

economic system by introducing new goods and services by creating new forms of organization or processing new raw materials).

Based on the above definition, it can be seen that an entrepreneur is an economic activity carried out by a person or group of people who have the ability to see and assess business opportunities by gathering the resources needed to take appropriate action, take advantage and have the nature, character, and willingness to realize innovative ideas into the real world creatively in order to achieve success or increase income. There are three main characteristics of an entrepreneur: first, the ability to see business opportunities. Second, innovative and creative. Third, the ability to calculate risk. (Kodrat & Christina, 2015)

Entrepreneurship is a dynamic process of creating additional wealth. This additional wealth is created by entrepreneurial individuals who take risks, spend time and provide a variety of goods and services. The goods and services produced may not be new but have new and useful value by utilizing existing skills and resources. (Alma, 2018)

b. Entrepreneurship in Islamic perspective

In Islam, there are many words that refer to work, such as al-"mal, al-sun "u, al-fi "il and al-kasb (Tarigan, 2012) All of these words, lughawi no one shows the meaning of entrepreneurship. However, by comparing the meanings, the profile of entrepreneurship can be found. This is supported by Islamic historical data, that the Prophet Muhammad, his wife and some of the Prophet's companions were entrepreneurs. Therefore, it can be said that the mentality of entrepreneurship is inherent in the soul of Muslims.

Implicitly, the elements of entrepreneurship are present in Islam. These elements are as follows: (Jalil, 2013):

1) Active

The character of a Muslim is active, hardworking, and has a high work ethic. Work ethic as a concrete action of a person can be driven by one's view of the Islamic world view of life which emphasizes the achievement of worldly welfare, freedom of action and will, and the value of work itself.

2) Productive

In Islam, productivity is obtained by giving freedom to Muslims to choose a profession that is favored and in accordance with talent and environmental conditions. In this context, Islam highly upholds professionalism. In addition, productivity does not differentiate between genders. This means that the opportunities given are the same, the difference is achievement and work productivity.

3) Innovative

In Islam, there are several turaths that encourage an understanding of what it means to be innovative. For example, in the case of opening new land (Ihya" al- Mawat). Muslims are asked to find new land to increase productivity. This new land can be dead land that has no owner and is not utilized by people. Whereas what is meant by bringing it to life is to utilize the land, either

by planting it or by erecting buildings on it. Therefore, he must be creative and innovative in managing the land and its crops. If he is unable to cultivate it, then it should be left to others who have the ability to cultivate it.

4) Calculative

Business is an activity in the form of services, trade and industry to maximize the value of profits which contains risk. Various types of risk can be divided into two, namely systematic risk and unsystematic risk. Systematic risks are risks caused by certain conditions or situations that are macro in nature, such as changes in the political situation, changes in government economic policy, changes in market situations, crisis or recession situations, and so on that have an impact on general economic conditions. Meanwhile, systematic risk is a unique risk, which is inherent in a particular company or business. In relation to Islam, as a Muslim entrepreneur, all these risks are included in his business calculations.

Entrepreneurship is part of Islamic economics and business. Entrepreneurship is the pursuit of opportunities beyond controlled resources. The Prophet Muhammad Almighty and his companions are examples to emulate with regard to entrepreneurship. Islam is not opposed to entrepreneurship. Islam invites all Muslims to be entrepreneurs in their lives given the rules to be followed by all Muslims derived from the Quran and Sunnah. (Faizal, P. R. M., Ridhwan & Kalsom, 2013) Various normative foundations of Islam invite us to be motivated to enter the entrepreneurial world. Taking ibrah from the activities of the Prophet Muhammad SAW whose life career was trading, this further emphasizes that trading gets a very valuable position in Islam.

Among the normative foundations of Islam that explain to work hard and teach the importance of Muslims to work and think about their economy. Among them is QS. al-Qashash [28]: 77: It means "Seek in what Allah has bestowed upon you (the happiness) of the Hereafter; and do not forget your share of the pleasures of this world. Do good (to others) as Allah has done good to you. Do not cause corruption in the earth". Verily, Allah does not like those who do mischief." (*Kementerian Agama Al-Qur'an Dan Terjemah*, n.d.)

According to M. Quraish Shihab in the interpretation of al-Misbah, the verse is interpreted that does not mean you should only worship purely and prohibit you from paying attention to the world. Strive with all your strength and mind within the limits justified by Allah to obtain wealth and worldly decorations and seek earnestly on, namely through what Allah has bestowed upon you from the results of your efforts the happiness of the hereafter, by spending and using it according to Allah's guidance and at the same time do not forget, namely neglect, your share of the pleasures of the world and do good to all parties, as or because Allah has done good to you with His various favors, and do not do damage in any form in any part of the earth. Thabathaba'i understands this verse to mean do not neglect what Allah has divided and bestowed upon you from the pleasures of this world. Neglecting it is like one who forgets something. And use it for the benefit of your hereafter because the essence of a person's fate and gain from the life of this world is what he does for his hereafter because that is what is eternal for him. (Shihab, 2013)

HIPSI Pasuruan's Strategy in Developing Santri Entrepreneurship

This discussion will describe how the strategies carried out by HIPSI Pasuruan in an effort to develop santri entrepreneurship. The steps taken are as follows:

a. Member Recruitment

The first strategy carried out by HIPSI in developing santri entrepreneurship is by approaching the santri through visits to Islamic boarding schools and asking permission from the caregivers to carry out several activities that can build and improve santri knowledge about the business world, both in the form of seminars, training and entrepreneurship development. So that with a strong understanding, it can make it easier for the committee to invite students to become entrepreneurs by becoming HIPSI members through member recruitment.

At this stage of member recruitment, each organization has different procedural requirements in every aspect, including the rules for recruiting members. From the interview with the head of HIPSI, it is known that HIPSI Pasuruan has a system that is not so complicated in recruiting members. It was conceptualized to make it easier for prospective members to join HIPSI Pasuruan and build the mindset of the surrounding community that becoming an entrepreneur by joining the community is an action that is not as complicated as imagined. But even so, HIPSI Pasuruan still has special procedures in recruiting its members. Recruitment of HIPSI members is gathered from every seminar organized by HIPSI Pasuruan. During the seminar, HIPSI Pasuruan introduced its vision and mission as well as its programs. Seminar participants here are not only specifically for students, but also open to the general public who want to develop entrepreneurship, but for each implementation of the HIPSI program is still carried out in pesantren that have been determined. Furthermore, seminar participants who are interested in joining are given a registration form for them to fill in.

The member recruitment registration form data that has been filled in, then converted to a WhatsApp group for further education. In the group, the committee provided material about business and asked participants to actively participate in providing business ideas according to their abilities. The business ideas submitted by participants will be responded to by other participants, so that from there it will be known which participants are serious and not serious. In the next step, the committee screened again by removing participants who were not serious or passive and unable to fulfill the instructions that had been directed. In the last step of member recruitment, it will be known that participants who are still in the WhatsApp group have officially become members of HIPSI Pasuruan, who will get full attention in the formation of entrepreneurship character through advanced programs such as training and development.

b. *HIPSI Pasuruan Training Program*

Human resource development strategy management is a set of systematic and planned activities, designed to facilitate entrepreneurs with the skills needed to meet job demands, both at present and in the future. One of the strategies for developing entrepreneurship santri carried out by HIPSI Pasuruan is through training programs.

Training is a means to develop human resources towards the era of globalization which is full of challenges. In the context of human resource development, especially in developing intellectual and human personality. Training as part of education involves the process of learning to acquire and improve skills outside the prevailing education system in a relatively short time using methods that prioritize practice over theory. Training programs are the main agenda for socialpreneurs who must get extra attention. The quality of socialpreneurs is determined by the training programs they organize.

The strategy of developing santri entrepreneurship by HIPSI Pasuruan is pursued through several training programs that are routinely held, including:

a) Digital Archway Training

Along with the times, the development of technology has also progressed quite rapidly, this is evidenced by the many innovations and discoveries in the field of technology, both simple and complex. Technology is now a support in every job to achieve more effective and efficient results. The current development of technology can be utilized and made as a golden opportunity, HIPSI Pasuruan has a digital gate training program. In this digital gate training program, trainees are monitored and given assistance to be able to use digital media as a tool to support the entrepreneurial spirit and maximize the marketing system of business products. In this digital gate training program, HIPSI provides a lot of material that is taught, including:

1. Participants are taught how to create, design, operate a website
2. Participants were taught how to maximize social media as a selling field
3. Participants are taught internet marketing techniques so that they can be good at selling in the marketplace
4. Participants were taught how to optimize Fb ads and Instagram ads as a field of product promotion
5. Participants were taught how to utilize dropship opportunities to start a business.

The digital gate training program is one of the breakthrough strategies that HIPSI has carried out in accelerating the business development of members through electronic media. The more HIPSI members who understand and are smart in operating digital media, the faster the development of the business being run, because the products offered are widely spread in the community through digital media.

b) Hydroponic Business Training

In addition to the digital gate training program, HIPSI Pasuraun also held a hydroponic business training program. In the hydroponic business training program organized by HIPSI Pasuruan in developing santri entrepreneurship this time, there are several steps that are taught to its members, including;

1. Participants learn about hydroponics at a glance
2. Participants were given an understanding of the ideal place for hydroponic business
3. Participants were given an understanding of how to utilize home yard land

4. Participants are given an understanding of simple installation preparation, if the scale of the hydroponic business is home-based
5. Participants were given an understanding of how to choose the types of vegetables that are in high demand, and easy to grow.
6. Participants are given an understanding of how to establish cooperation with buyers (hotels, restaurants, etc.)
7. Participants were given an understanding of how to introduce their business and promote their hydroponic business to potential customers.

Opportunities for the hydroponic plant business are very good and very bright. The hydroponic farming business is a promising modern agricultural business option with narrow land so that many people are interested in pursuing the business. opportunities for the hydroponic plant business are still wide open and very profitable for anyone. Therefore, HIPSI Pasuruan makes this opportunity as one of its strategic agenda through hydroponic business training, this is done solely to make its members aware that the prospects in the hydroponic plant business are very bright and profitable. If taken seriously, the hydroponic business can bring exciting profits. This hydroponic business has been growing for a long time until now it is still growing and never empty of consumers.

Recruitment of members in every seminar activity and holding trainings related to strengthening the entrepreneurial spirit, is a HIPSI strategy in developing entrepreneurship for students, so that with seminars, trainings that are given can facilitate students with the skills needed to meet economic demands, both at this time and in the future.

In its development, it is known that pesantren have several advantages, including in developing the intelligence and intellectual entrepreneurship of santri. In Islam, it has been explained that every human being is commanded to strive with all their strength and mind as long as it is in the way of Allah to obtain a good life in the world and happiness in the hereafter, by spending and using wealth in the way of Allah. Of course, this is the reason that pesantren must develop the spirit of entrepreneurship to the students. However, on the one hand, pesantren have several limitations and constraints, such as limitations on the facilities and infrastructure provided for santri in the development of entrepreneurship, the absence of capital, the lack of tools that can be used for business practice, santri are prohibited from operating digital media freely in pesantren, the space and time of santri are still very limited, and santri are still bound by pesantren regulations which require them to prioritize pesantren activities compared to other activities.

CONCLUSION & SUGGESTION

Conclusions. There are several strategies carried out by HIPSI Pasuruan in developing student entrepreneurs, namely by conducting visits to pesantren, recruiting members at every seminar activity, implementing training programs, such as the digital gate training program. In this digital gate training program, the trainees are monitored and given assistance to be able to use digital media as a tool to support the entrepreneurial spirit and maximize the marketing system of business products. In addition to the digital gate training, HIPSI Pasuruan also implemented

a hydroponic training program, where in this hydroponic if taken seriously, the hydroponic business can bring exciting profits, because this hydroponic business has been growing until now it is still growing rapidly. From several strategies carried out by HIPSI, it will certainly bring pesantren to the development of santri entrepreneurship, but on the other hand there are several obstacles and limitations possessed by pesantren such as limitations in the facilities and infrastructure provided for santri in the development of entrepreneurship, the economic conditions of santri, the space and time of santri who are still very limited, and santri are still bound by pesantren regulations that must be obeyed.

Suggestion. From the results of research that has been carried out in the field, several suggestions are obtained for HIPSI Pasuruan, students at Islamic boarding schools as follows:

1. In implementing future training programs, it is expected that HIPSI can provide entrepreneurship training in accordance with the conditions and needs of the students
2. HIPSI is expected to be able to provide further guidance after holding each training, so that students can build a stronger entrepreneurial spirit
3. The training program in developing student entrepreneurship can become a mandatory program for Islamic boarding schools
4. All students are required to take part in entrepreneurship development activities at Islamic boarding schools

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