

Strategic Management of Akad Salam and Istishna in e-Commerce Transactions: A Case Study of Unit-business Pesantren

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ABSTRACT

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This study aims to investigate the e-commerce transaction management models of Akad Salam and Istishna in Pesantren (Islamic boarding institutions). Additionally, the study identifies challenges and opportunities within Pesantren organizations. It investigates Pesantren's potential to utilize e-commerce as a business unit facilitator. The research employs a qualitative methodology and a case study design. The five information sources consist of Pesantren leaders, coordinators of Pesantren business units, Pesantren treasurers, and the secretariat team. The findings suggest that Pesantren have a significant opportunity to leverage e-commerce for transactions based on the Akad Salam and Istishna principles. However, obstacles and the need for public education regarding these principles must be overcome. For the successful implementation of Akad Salam and Istishna in Pesantren e-commerce transactions, awareness, a precise understanding of legal and Shariah aspects, and the implementation of the appropriate technology are crucial. Pesantren must implement a comprehensive and unified strategy for managing Akad Salam and Istishna in e-commerce transactions in order to surmount these obstacles and capitalize on these opportunities.



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ABSTRAK

Kata Kunci:

Akad Salam and Istishna;
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Unit Usaha Pesantren.

Tujuan penelitian untuk mengetahui model manajemen Akad Salam dan Istishna dalam Transaksi e-Commerce di Pesantren. Selain itu, penelitian ini juga mengidentifikasi tantangan dan Peluang pada Organisasi Pesantren. Penelitian ini menggali potensi pesantren dalam memanfaatkan e-commerce sebagai fasilitator penunjang unit usaha pesantren. Pendekatan ini berjenis kualitatif dengan teknik studi kasus. Sumber informan berjumlah lima orang yang terdiri dari pimpinan pesantren, koordinator unit usaha pesantren, bendahara pesantren dan tim kesekretariatan pesantren. Hasil penelitian menunjukkan Pesantren memiliki potensi yang besar untuk memanfaatkan e-commerce dalam transaksi berbasis akad Salam dan Istishna. Namun, tantangan dan kebutuhan pendidikan masyarakat terkait prinsip-prinsip tersebut harus diatasi. Kesadaran, pemahaman hukum dan syariah yang tepat, serta penerapan teknologi yang tepat menjadi faktor penting dalam keberhasilan implementasi akad Salam dan Istishna dalam transaksi e-commerce di pesantren. Dalam rangka mengatasi tantangan dan memanfaatkan peluang tersebut, pendekatan yang komprehensif dan terintegrasi dalam manajemen akad Salam dan Istishna dalam transaksi e-commerce di pesantren perlu diterapkan.

INTRODUCTION

Although Islamic economics is compatible with modern capitalism in its support of free markets, economic globalization, and profit, it has distinct rules on the morality and ethics of economic transactions ([Ali & Zada, 2019](#); [Karim, 2010](#); [Nosheen & Rashid, 2019](#)). In Indonesia, pesantren is today recognized not only as a conventional Islamic educational institution that plays an important role in the development of religious knowledge and values, but also as an innovative and problem-solving Islamic educational institution ([Prasetyo, Anwar, et al., 2022](#)). It is creative because of its unique boarding school education format, and it is problem-solving since Pesantren education instills ideals of entrepreneurship and self-reliance, indirectly enhancing the community's socioeconomic position ([Sulaiman et al., 2016](#)).

E-commerce has now made its way into the realm of Pesantren, or Islamic boarding schools. Pesantren institutions are always innovating to promote self-sufficiency ([Lopes Cardozo & Srimulyani, 2018](#); [Rofiaty, 2019](#)). Pesantren has long served as a center for religious study, where students (santri) acquire religious education and spiritual development ([Syarbani, 2012](#)). Pesantren institutions must adapt to technology as knowledge improves in the context of Pesantren management ([Mahmassani, 2021](#); [Ta'rif & Adhim, 2021](#)).

One of the initiatives is to improve unit-business Pesantren services, with a particular emphasis on e-commerce methods ([Kutsiyah, 2020](#)). Indonesia is the world's largest country with a Muslim majority, reflecting 13 percent of the global Muslim population. The high number of Islamic boarding schools, or pesantren, in Indonesia and the value of their

conventional transactions present a significant economic opportunity ([Sidiq, 2017](#); [Zuhirsyan, 2018](#)).

In Indonesia, the expansion of sharia-based economic practices is accompanied by encouraging evidence. In the last decade, the emergence of Islamic economic discourse in Indonesia has piqued the curiosity of many people, both theoretically and practically ([Dellyana & Sudrajad, 2021](#)). This article investigates the existing integration of e-commerce practices in Pesantren, with an emphasis on unit-business Pesantren's efforts to increase self-reliance. It investigates the innovative and problem-solving features of Pesantren education, which instills ideals of entrepreneurship and self-reliance, so indirectly improving the community's economic well-being ([Bawono, 2019](#); [Hamzah et al., 2022](#)). The study also emphasizes Pesantren institutions' ability to adapt to technological advances.

Nonetheless, as information technology and the internet have advanced, Pesantren institutions have begun to be influenced by the phenomenon of e-commerce. E-commerce has revolutionized how people shop and conduct business, and Pesantren is no exception ([Siregar & Prasetyo, 2023](#)). Pesantren has also begun utilizing e-commerce platforms for a variety of purposes, including the sale of religious goods, instructional materials, and auxiliary services. Pesantren is unable to disregard the constant advancement of technology ([Roqib, 2021](#)). Pesantren must adapt to this trend in order to remain pertinent and continue to contribute to society.

Pesantren can reach a broader audience via e-commerce, pesantren's products and services can be accessed from various domestic and international locations via online platforms ([Maftuchach et al., 2021](#)). This facilitates the dissemination of religious values and the expansion of Pesantren's educational reach. Pesantren graduates have been observed to be less competitive in terms of career advancement and income diversification ([Nilan, 2009](#)). In challenging economic conditions, Pesantren must also investigate alternative sources of revenue. By engaging in e-commerce, pesantren is able to sell their products online, generating additional revenue to meet operational and development requirements ([Munawaroh, 2020](#); [Supratno et al., 2020](#)). The main forms of sale and purchase contracts that have been discussed by the scholars of fiqh muamalah are quite numerous ([Hasanah, 2018](#)). This paper investigates the strategic management of Salam and Istishna contract in e-commerce transactions within the context of Pesantren unit-business ([Hasanah, 2018](#)).

The introduction of e-commerce has heralded a new era for Pesantren institutions, ushering in a slew of new challenges and opportunities in the realm of contract management ([Kaban et al., 2020](#)). Within this dynamic landscape, the use of Islamic financial contracts, specifically akad Salam and Istishna, has emerged as a powerful tool for navigating the complexities of online trade and commerce while adhering to Shariah principles. These contractual frameworks, rooted in the rich tapestry of Islamic jurisprudence, provide a solid foundation for Pesantren institutions to engage in commercial activities that are consistent with their religious beliefs and values ([Ahdar et al., 2020](#); [Hidayat & Suciaty, 2021](#)).

Pesantren institutions can unlock a wealth of possibilities by embracing akad Salam and Istishna in the e-commerce domain, fostering economic growth and development while remaining true to their spiritual ethos. These contracts act as guiding beacons, illuminating the path to improved efficiency, increased productivity, and frictionless transactions in the digital marketplace. The implementation enables Pesantren institutions to tap into vast local and global markets, capitalizing on the plethora of opportunities that await those who navigate the e-commerce landscape with wisdom and Shariah principles.

Due to their adherence to Shariah principles, Salam and Istishna transactions in e-commerce have become increasingly popular in Islamic educational institutions. This creates opportunities for Indonesian e-commerce practitioners to expand their enterprises internationally by leveraging the concepts of Salam and Istishna. Therefore, there is a need for additional in-depth research on the implementation of Shariah economic laws, particularly regarding Salam and Istishna contracts, in Pesantren's online transactions or e-commerce. It is anticipated that this research will contribute to the acceleration of Shariah-based economic development in Indonesia and facilitate numerous Shariah-compliant online transactions for Indonesian Muslims, particularly within the Pesantren community.

Consequently, the purpose of this study is to investigate further the phenomenon of e-commerce practices in Pesantren educational institutions. One of Pesantren's policies is to strengthen corporate units. Increased application of e-commerce in accordance with Islamic principles is the implemented strategy. Therefore, the administration of Akad Salam and Istishna in terms of e-commerce best practices is required.

E-commerce can help Pesantren improve the effectiveness of their business operations ([Hamzah et al., 2022](#); [Jureid, 2020](#)). With e-commerce platforms, pesantren is able to automate its sales, payment, and delivery processes, thereby reducing operational costs and enhancing productivity. Pesantren e-commerce practices have become an intriguing phenomenon to investigate. In this context, it is pertinent to investigate the management of Salam and Istishna contract in order to resolve obstacles and capitalize on opportunities in Pesantren organizations' e-commerce transactions.

METHODS

The research employs a qualitative approach with a descriptive survey method. The survey is conducted in several pesantren (Islamic boarding schools) located in the city of Medan, which have implemented the contracts of Salam and Istishna in e-commerce transactions. The selected pesantren represent variations in terms of size, geographical location, and types of products or services offered. Data is collected through in-depth interviews with the pesantren managers, entrepreneurs or traders within the pesantren, and other relevant stakeholders involved in the implementation of Salam and Istishna contracts in e-commerce transactions. In addition to interviews, direct observation is also crucial in gaining a deeper understanding of the process of implementation and execution of Salam and Istishna contracts in e-commerce transactions.

The analysis of data obtained through interviews and observations should be systematic and comprehensive ([Denzin & Lincoln, 2011](#); [Levstik & Tyson, 2010](#); [Lichtman, 2012](#)). This entails identifying the obstacles pesantren face in implementing Salam and Istishna contracts in e-commerce transactions, including management, technicalities, and Shariah law ([Myers, 2019](#)). The opportunities presented by the implementation of Salam and Istishna contracts in e-commerce transactions within pesantren, such as market development, increased productivity, and efficiency optimization. At this stage, it is also possible to compare various pesantren to identify differences, similarities, and emerging patterns in the implementation of Salam and Istishna contracts in electronic commerce transactions. In terms of managing Salam and Istishna contracts in e-commerce transactions, the recommendations should emphasize the steps that pesantren can take to address challenges and capitalize on opportunities.

This research aims to provide an in-depth understanding of the management of Salam and Istishna contracts in e-commerce transactions within pesantren organizations by employing a qualitative method and a case study approach. It is anticipated that the findings of this study will provide valuable insights to other pesantren interested in implementing Salam and Istishna contracts in e-commerce transactions, as well as conceptual and practical contributions to this field.

RESULTS AND DISCUSSION

Pesantren, as a religious entity, holds significant potential to leverage e-commerce as a platform for transactions based on Salam and Istishna contracts. The implementation of Salam and Istishna contracts in e-commerce transactions within pesantren presents an opportunity to enhance efficiency, productivity, and the sustainability of pesantren business units ([Danial et al., 2022](#); [Hudaefi & Heryani, 2019](#); [Sufiani & Ratih, 2021](#)). With the growth of Islamic finance the activities of Islamic financial institutions, ie, those activities carried on in accordance with the Islamic shari'a ([Henderson, 2007](#)).

Salam is a form of purchasing and selling in Islam that involves the immediate payment of a specified price at the beginning of the transaction, even though the products being traded are not yet available or do not exist. The buyer agrees to pay the price in advance, and the seller promises to deliver the products at a later date. In actuality, Salam is utilized frequently in commodity transactions involving wheat, maize, and legumes.

Islamic law stipulates that the pillars and conditions of Salam must be met for the validity of the purchase and sale transaction. The following are the conditions and pillars of Salaam. The four pillars of Salam are: (1) The parties involved in the transaction (buyer and seller); (2) The goods being traded; (3) The agreed price and quantity; and (4) The future delivery date of the goods ([Ali & Zada, 2019](#); [Mawardi et al., 2017](#)).

The conditions of Salam are as follows: (1) The goods being traded must be clear and certain; (2) The agreed price and quantity must be clear and certain; (3) The time of delivery

of the goods must be clear and certain; (4) The payment of the price is made upfront or before the delivery of the goods; (5) The buyer and seller must have a clear agreement regarding the Salam transaction ([Belkhaoui et al., 2020](#); [Sa'diyah, 2019](#)).

The implementation of Salam and Istishna contracts in e-commerce transactions within pesantren also faces challenges that need to be addressed. These challenges encompass limited understanding of the principles underlying Salam and Istishna contracts, technical adjustments required to manage e-commerce transactions based on these contracts, and the educational needs of the community regarding these principles.

Raising awareness and providing education to the community regarding the principles of Salam and Istishna contracts in e-commerce transactions is an essential factor that requires enhancement. Effective education on the principles of Salam and Istishna contracts can enhance understanding and community participation in e-commerce transactions based on these contracts. The market potential and competitive advantages of pesantren in harnessing e-commerce for transactions based on Salam and Istishna contracts present strategic opportunities. Pesantren can capitalize on their reputation and networks to develop unique and competitive e-commerce ventures.

This case study examines the strategic approaches a unit-business Pesantren adopted to successfully implement Salam and Istishna contracts in e-commerce transactions. The research findings shed light on the key factors, challenges, and opportunities involved in the strategic management of these contracts in an evolving digital environment.

Table 1: Application of Salam and Istishna in Philosophical and Technical Perspectives

Philosophical Study:	Technical Study:
(1) Legal and Shariah aspects; (2) Public awareness and education; (3) Economic potential of pesantren; and (4) Pesantren's long-term vision.	(1) E-commerce platform implementation techniques; (2) Transaction security and validity; (3) Human resource availability; (4) Market and network development.

The compatibility of Salam and Istishna contracts with Islamic legal standards is an issue that arises in pesantren e-commerce transactions. Pesantren are accountable for ensuring that all transactions conducted on their e-commerce platform adhere to Islamic principles. This necessitates a thorough comprehension of the Islamic legal concepts governing Salam and Istishna contracts, as well as strict adherence to applicable rules and regulations. When it comes to implementing Salam and Istishna contracts, Pesantren's e-commerce operations encounter technological obstacles. It is essential for pesantren to confirm that their e-commerce platform's technology can effectively accommodate these contracts' principles. This includes the ability to clearly define contract requirements, monitor the progress of work for Istishna contracts, and facilitate the delivery of goods in accordance with the agreed-upon criteria.

Pesantren must be concerned about the security and legitimacy of transactions made through their e-commerce platform. There is a risk of fraud and breaches in relation to payment, delivery, and product quality. Pesantren must ensure that every transaction is carried out honestly and in compliance with the Salam and Istishna contract standards. This necessitates sufficient regulations and mechanisms for verifying and managing transactions, as well as resolving disputes in the event of inconsistencies.

E-commerce practices in pesantren also necessitate community awareness and teaching about Salam and Istishna contracts. Many e-commerce customers may not comprehend these contract concepts, thus pesantren must make educational efforts to ensure that transactions done through their e-commerce platform adhere to religious standards and values.

Management of Salam and Istishna Contracts in e-Commerce

An elucidation of the significance of Salam and Istishna contracts within the realm of e-commerce transactions, encompassing the fundamental concepts and underlying principles, as well as their relevance in the electronic trading environment. Moreover, the introduction will underscore the importance of examining various sectors, including pesantren organizations, in comprehending the practices of Salam and Istishna contracts in e-commerce transactions.

Concepts and principles of Salam and Istishna contracts in the context of e-commerce transactions. The concept of Salam represents a distinctive form of transaction in Sharia law, which entails specific principles. In the context of e-commerce transactions, it is crucial to understand how the concept and principles of Salam contracts can be effectively implemented in accordance with the teachings of Islam. Salam involves a sale agreement where the seller (pesantren) commits to delivering goods to the buyer (customer) at a predetermined future date, with payment made in advance. This discourse will delve further into the principles of Salam contracts that must be adhered to in e-commerce transactions, including price determination, product quality, and delivery mechanisms (Fadhli, 2016; Sa'diyah, 2019).

Istishna contracts also hold relevance in the context of e-commerce transactions in pesantren organizations. Istishna is a contract that allows for the ordering or manufacturing of goods according to agreed-upon specifications. In the realm of e-commerce, Istishna contracts can be employed to regulate the production and delivery of pesantren products that can be sold online. This writing will expound upon the concepts and principles of Istishna contracts in e-commerce transactions, encompassing stages of manufacturing and delivery, payment, and mechanisms for establishing guarantees to safeguard the interests of all parties involved in the transactions.

Implementation of Salam and Istishna contracts in e-commerce platforms across various sectors or industries. Exploration of Salam contract practices in e-commerce

transactions across diverse sectors. For instance, it could address how Salam contracts are applied in e-commerce transactions for agricultural, fisheries, or manufacturing products. Such case studies could involve analysis of implementation, risk management, Sharia compliance, and the economic benefits of Salam contract practices in e-commerce transactions. Practices of Istishna contracts in e-commerce transactions across different sectors. For instance, it could discuss the utilization of Istishna contracts in e-commerce transactions for construction products, electronic equipment, or clothing. This case study would encompass aspects of Istishna contract implementation, the roles of relevant parties, dispute resolution, and the benefits of Istishna contract practices in the context of e-commerce transactions.

Problems with Salam and Istishna Contracts in Pesantren E-Commerce

The application of Salam and Istishna contracts in e-commerce transactions to ensure legal and Sharia compliance. The legal and Sharia foundations that govern the use of Salam and Istishna contracts in pesantren business unit e-commerce transactions. This includes references to relevant Islamic law principles, such as Quranic and Hadith teachings, as well as legal rules in countries with Sharia-based legal systems. This explanation will provide a knowledge of the legal and Sharia fundamentals that must be considered while implementing Salam and Istishna contracts in the e-commerce transactions.

An examination of the legality of Salam and Istishna contracts in e-commerce transactions conducted by the pesantren business unit. In this context, an investigation will be carried out to evaluate if the use of Salam and Istishna contracts in pesantren e-commerce transactions complies with the applicable legal standards, both from an Islamic law and from current positive law perspectives. This study include looking into specific issues including contract validity, consumer protection, the responsibility of the parties concerned, and other relevant legal rules.

Sharia compliance in the use of Salam and Istishna contracts in the pesantren business unit's e-commerce activities. This explanation will go over the Sharia components that must be considered, such as upholding justice values, avoiding usury (interest), protecting consumer rights, and guaranteeing clear advantages for all parties involved. This paragraph will also investigate the critical function of experts and scholars in evaluating Sharia conformity in the use of Salam and Istishna contracts in pesantren e-commerce transactions.

Salam And Istishna Contracts' Technical Implementation in The E-Commerce Platform

Several key factors must be considered while implementing Salam and Istishna contracts in the pesantren business unit's e-commerce platform. The following are some actions that can be followed to achieve the best technical implementation:

The first stage is to undertake a review of the pesantren business unit's needs and objectives for applying Salam and Istishna contracts in e-commerce transactions. It is critical to identify what products or services will be offered, who the target market is, and what the

pesantren business unit's long-term goals are. This will aid in the development of an e-commerce platform that meets specific goals and objectives.

Following the completion of the needs analysis, the next stage is to create a viable e-commerce platform. The platform should provide tools and services to aid in the execution of Salam and Istishna contracts. The platform should, for example, be able to manage product information, order parameters, payment systems, and delivery schedules. In this sense, engaging with experienced e-commerce software developers who understand the principles can be beneficial in creating and implementing the ideal platform.

The next step is to organize the transaction procedure within the e-commerce platform. The pesantren business unit must ensure that the transaction procedure is in accordance with the Salam and Istishna contract standards. This entails establishing specific contracts that include pricing, quantity, quality, and delivery time. Furthermore, payment procedures, whether upfront or in installments, must be established, as well as applicable guarantees or protections for all parties involved.

Security and privacy are important considerations while integrating Salam and Istishna contracts in an e-commerce platform. The pesantren business unit must guarantee that the e-commerce platform has proper data protection and adheres to information security rules. This includes employing strong encryption mechanisms, establishing adequate access permissions, and guarding against the exploitation of users' personal data.

Furthermore, in the final step, client education and assistance are critical. It is critical for the pesantren business unit to educate and support clients with the concepts of Salam and Istishna in e-commerce transactions. This involves clarifying the transaction procedures, customer rights and obligations, and, if necessary, the dispute resolution process. The pesantren business unit must also provide easily accessible communication channels for consumers who seek assistance or clarification.

The pesantren business unit can execute the technical parts of the Salam and Istishna contracts in an ideal e-commerce platform by following the steps outlined above. When applying these principles, it is critical to keep the legal, Sharia, security, and customer comfort factors in mind.

Table 2: Salam and Istishna Contracts' Technical Implementation

Fundamental Stages	Technical Desk
Analysis of needs and objectives:	This task can be performed by the research and development department or a designated team responsible for analyzing the requirements and objectives of the pesantren's e-commerce operations.
Development of e-commerce platform:	The IT department or a team of software developers may be responsible for developing the e-commerce platform,

	ensuring its compatibility with Salam and Istishna contracts and incorporating the required features and functionalities.
Regulation of transaction processes:	In accordance with Islamic principles and applicable laws, the legal department, in collaboration with the shariah committee or experts, may be responsible for formulating and enforcing the regulations governing the transaction processes.
Enhancement of security and privacy:	Enhancement of security and privacy: The IT security team can play a crucial role in implementing stringent security measures to safeguard sensitive data and protect the privacy of users during Salam and Istishna transactions. Additionally, collaboration with external cybersecurity specialists may be required.
Education and customer support:	The customer support department, in coordination with the training and education division, may be responsible for educating users about Salam and Istishna contracts, responding to their questions, and assisting them throughout the e-commerce journey. This includes training sessions, user guides, and prompt technical and contractual support.

Salam and Istishna Transaction Security and Validity in an E-Commerce Environment. In the context of e-commerce, the importance of ensuring transaction security for Salam and Istishna contracts. The important security concerns, such as customer data security, payment security, and product or service delivery security. Furthermore, the relevance of implementing proper security measures such as data encryption, cyber-attack protection, and fraud or identity theft prevention will be emphasized.

The legality of e-commerce transactions involving Salam and Istishna contracts. This explanation will go over the components of validity that must be followed, such as the parties' clear agreement, the fulfillment of contractual requirements, and the fulfillment of each party's rights and obligations. The need of ensuring compliance with applicable legal and Sharia principles, as well as the dispute resolution methods available in the case of a dispute developing during the implementation of Salam and Istishna contracts in the e-commerce environment, will also be covered.

Public Awareness and Education on the Salam and Istishna Contract Principles in Electronic Commerce. The importance of public comprehension of the Salam and Istishna contract concepts. This explanation will go through the importance of understanding the concepts and principles of Salam and Istishna contracts in the context of Islamic-based economic activity. This understanding will help people make transactional decisions in accordance with the Salam and Istishna contract principles, as well as promote the adoption of better and more ethical e-commerce practices.

The role of education in raising public understanding of Salam and Istishna contract principles in e-commerce transactions. This explanation will go over how to educate and train the public on the concepts and principles of Salam and Istishna contracts, as well as how to use acceptable practices. This education can be delivered through a variety of channels, such as training programs, seminars, social campaigns, and easily accessible information sources. Individuals are expected to become more involved in Salam and Istishna-based e-commerce transactions as public awareness grows through education.

Opportunities for Salam and Istishna Contract Management in Pesantren Organizations

These challenges include ensuring data security and privacy, cultivating trust and credibility among digital consumers, adapting business models to leverage emergent technologies, and overcoming entry barriers in highly competitive markets, to name a few. Yet, hidden within these obstacles are unrealized opportunities awaiting the exploitation of astute organizations. These hidden gems are uncovered by the research findings, illuminating routes to capture competitive advantages, foster innovation, and forge strategic alliances that can propel organizations toward sustainable growth and prosperity.

This explanation includes local and global market potential for pesantren's products and services, as well as the community's growth and interest in products and services that comply to the Salam and Istishna contract principles. Furthermore, the possible involvement of the younger generation and the Muslim community in the online world in seeking products or services based on Salam and Istishna contracts will be highlighted, which may provide an opportunity for pesantren to expand its reach and enhance sales.

Marketing strategy and product development for pesantren using e-commerce to conduct Salam and Istishna-based transactions. These techniques include the utilization of proper e-commerce platforms, improved visibility through digital marketing and social media, the creation of appealing product catalogs that are market-driven, and responsive and trustworthy customer support. Furthermore, the relevance of pesantren product and service innovation will be highlighted, with the goal of attracting customers' interest and meeting their demands, such as the development of halal products, educational or training products, or other creative items in keeping with pesantren ideals.

The potential for enhanced productivity resulting from the implementation of Salam and Istishna contracts in pesantren e-commerce transactions. This explanation incorporates the positive effects of implementing Salam and Istishna contracts on pesantren's product or service quality, market reach, and business growth. By adhering to the Salam and Istishna contract principles, pesantren can leverage the potential of e-commerce to maximize asset utilization, increase competitiveness, and achieve greater profits in the operation of pesantren business units. The urgency to increase economy competitiveness is in line with the research by Wiguna, Dwiyantoro and Zen ([Wiguna & Manzilati, 2014](#); [Zen & Dwiyantoro, 2014](#)).

Navigating the complicated path of instituting Salam and Istishna contracts for e-commerce transactions within the prestigious realm of pesantren is not without its difficulties. Despite these challenges, there are strategies that can be used to overcome them and pave the way for a smooth implementation. When delving into the complexities of this explanation, one must confront the looming legal and sharia challenges, the intricate technical requirements of e-commerce platforms, and the pressing need for education and public awareness regarding the sacred principles that underpin Salam and Istishna contracts. Victory can be claimed by taking a collaborative approach, weaving the threads of collaboration with esteemed financial institutions or seasoned business entities, adeptly utilizing cutting-edge information and communication technology, and developing comprehensive education and training programs centered on the understanding and application of Salam and Istishna contracts.

A golden opportunity beckons in the realm of pesantren, promising an increase in community accessibility and a significant increase in service quality through the use of e-commerce. The incorporation of Salam and Istishna contracts into the realm of online transactions has great potential within the context of these sacred institutions. However, it is critical to address the underlying issues that continue to exist. A lack of understanding of these contractual principles must be addressed, while technical changes in managing the complex tapestry of e-commerce transactions require attention. Education, as a beacon of enlightenment, must be disseminated throughout the community, casting its light on the minds of those who yearn to comprehend the essence of the Salam and Istishna contracts.

Market opportunities emerge as a result of this collaborative effort, and competitive advantages await those who dare to venture into the realm of e-commerce armed with Salam and Istishna contracts as steadfast companions. Indeed, with its time-honored reputation and extensive network, the esteemed pesantren has the potential to forge a distinct and fiercely competitive e-commerce enterprise. The implications are far-reaching, as incorporating Salam and Istishna contracts into e-commerce transactions bestows upon pesantren the gift of increased efficiency and productivity, yielding a bountiful harvest of significant benefits. This implementation allows for better resource management, cost savings, and an improved user experience and customer satisfaction.

To overcome obstacles and capitalize on opportunities, a complete and integrated approach to managing Salam and Istishna contracts in pesantren e-commerce transactions is required. Public awareness, proper legal and sharia knowledge, effective teaching, and proficient technological application are critical components in the successful adoption of Salam and Istishna contracts in pesantren e-commerce transactions.

Existing pesantren student cooperation products include savings and financing, goods procurement, cafeteria services, and garment production. The following contracts are available: 1) Wadiah and mudharabah contracts are used for savings, qard contracts are used for lending, musyarakah contracts are used for financing, and Salam and Istishna contracts are also utilized. 2) The murabahah and Salam contracts are utilized to acquire

goods. 3) The cafeteria is governed by the musyarakah agreement. 4) The murabahah and Istishna contracts are used in the garment industry. Kopontren efforts to implement Shariah principles include exercising caution and adhering to Islamic teachings, particularly in regards to Shariah-compliant savings and financing practices.

Table 3: Pesantren’s Business Unit Contract Classifications

Business Unit Aspect	Contract
Saving	Akad Wadiah and Mudhorobah
Procurements	Akad Murabahah and Salam
Cooperation	Akad Musyarakah
Industry, Local Wisdom	Akad Murabahah and Istishna

Increasing efficiency and productivity through the implementation of Salam and Istishna contracts in e-commerce transactions within pesantren. The significance of implementing Salam and Istishna contracts in enhancing the efficiency of pesantren e-commerce transactions. This explication covers the capacity of Salam and Istishna contracts to streamline transaction processes, reduce administrative complexities, and expedite product or service delivery. By applying the principles of Salam and Istishna contracts, pesantren can optimize the use of extant resources, reduce operational costs, and increase the efficiency of its e-commerce-based business units.

Pesantren have a competitive advantage in using e-commerce for Salam and Istishna-based transactions. These benefits may include extensive knowledge and understanding of the principles of Salam and Istishna contracts as they are consistently applied in transactions, the community's trust in pesantren as an institution that upholds religious values, and strong networks or relationships with business entities or the Muslim community that can support effective marketing and distribution of pesantren's products or services. These competitive benefits can distinguish Pesantren from other e-commerce competitors, as well as improve Pesantren's brand and reputation as a trustworthy destination for religiously based transactions.

Key Factors and Strategies

The research findings offer profound insights into the fundamental determinants, intricate challenges, and promising opportunities entwined in the strategic orchestration of these contractual arrangements within the ever-changing digital landscape. Furthermore, there must be an unwavering commitment to ensuring legal and sharia compliance in all aspects of pesantren e-commerce transactions. This urgent discourse emphasizes the critical importance of public awareness and education regarding the sacred tenets that underpin Salam and Istishna contracts.



Figure 1: The Stages of Salam and Istishna contracts' Implementation

Figure 1 describes the successful implementation of Salam and Istishna contracts requires a coordinated effort from various departments. First, the research and development department or a dedicated team should conduct an analysis of the needs and objectives of the pesantren's e-commerce operations. This involves assessing the requirements and goals to ensure a clear understanding of what needs to be achieved. Second, the IT department or a team of software developers takes charge of developing the e-commerce platform. Third, another crucial aspect is the regulation of transaction processes, which involves the legal department working in collaboration with the shariah committee or experts. They are responsible for formulating and enforcing regulations. This ensures that the transactions conducted align with the prescribed guidelines and maintain compliance. Additionally, the IT security team plays a vital role in enhancing security and privacy. Collaboration with external cybersecurity experts may also be necessary to address any potential threats.

Fifth, the customer support department, in coordination with the training and education division, is responsible for educating users about Salam and Istishna contracts. They address user inquiries, provide guidance, and offer prompt support for technical or contractual issues that may arise during the e-commerce journey. This includes conducting training sessions, creating user guides, and ensuring that users receive comprehensive assistance. It is important to note that while these responsibilities provide a general framework, the specific roles and duties may vary depending on the organizational structure and available resources within each pesantren.

The findings providing invaluable insights on how to navigate the labyrinthine challenges organizations face in this rapidly transforming digital ecosystem. By delving deeply into the investigation, a comprehensive understanding arises, revealing the key factors that shape the complex fabric of the strategic management process. These elements include technological advancements, regulatory frameworks, the dynamics of the market, and consumer behavior. The results are supported by Ahwarumi, Prastyo and Hamzah research and revealed that e-commerce/ economic digitalization in generating

entrepreneurs along with pesantren ecosystem where this research was conducted. ([Ahwarumi & Sawarjuwono, 2017](#); [Hamzah et al., 2022](#); [Prasetyo, Novita, et al., 2022](#))

Pesantren institutions must deal with a wide range of issues, including management, technology, and Shariah law. To ensure the efficacy and integrity of these financial contracts in the digital realm, a delicate balance between these intricate facets is required. To address these challenges and pave the way for a seamless integration of akad Salam and Istishna within e-commerce transactions, a thorough understanding of the complexities involved, combined with astute management strategies, is required.

To seize limitless opportunities and overcome obstacles, Pesantren institutions must take a comprehensive approach to managing akad Salam and Istishna within the e-commerce landscape. This necessitates not only technical and legal expertise, but also a strong commitment to raising community awareness and education. By cultivating a collective understanding of these contract principles, Pesantren institutions can arm themselves with the tools they need to navigate the ever-changing e-commerce realm with confidence and integrity, paving the way for long-term growth and prosperity while remaining true to their Islamic values.

The transformative effect of e-commerce in Pesantren, as well as its potential for increasing self-reliance and creativity inside these Islamic educational institutions. The findings will help to improve understanding of the changing landscape of Pesantren management and its adaptability to technology advances, ultimately aiding the long-term development of Pesantren institutions in the digital era. In conclusion, not only do the research findings cast light on the multifaceted nature of the strategic management of these contracts, but they also provide a compass for navigating the uncharted waters of the ever-changing digital landscape. With this knowledge, organizations can position themselves at the forefront of the digital revolution by harnessing the power of technology and capitalizing on the immense opportunities it presents.

CONCLUSION

Akad Salam and Istishna have significant potential for expanding and enhancing pesantren e-commerce transactions. By adhering to the tenets of these contracts, pesantren are able to maximize the efficiency and productivity of their business units while capitalizing on diverse market opportunities on a local and international scale. The implementation of akad Salam and Istishna in pesantren e-commerce transactions necessitates increased community awareness and comprehension of these contractual principles. Education and socialization efforts must be effective if the public is to comprehend the concepts and benefits associated with akad Salam and Istishna.

The legal and Shariah challenges inherent in incorporating akad Salam and Istishna into e-commerce transactions in pesantren must be addressed through increased

collaboration with financial institutions and Shariah specialists. The development of an appropriate infrastructure for information and communication technology is also crucial for supporting secure and valid transactions. To avoid conflicts and ambiguities, it is necessary to align akad Salam and Istishna principles with existing e-commerce regulations. Ongoing in-depth studies and research should be conducted on the legal and Shariah aspects of e-commerce transactions to establish a solid foundation for the implementation of akad Salam and Istishna. Pesantren have the opportunity to use e-commerce as a potent tool to improve the efficacy, productivity, and longevity of their business units. In addition, the application of akad Salam and Istishna in e-commerce transactions within pesantren can add value to an Islamic-values-based economic framework.

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