

**ANALYSIS OF THE ROLE OF SANTRI IN THE DEVELOPMENT
OF PESANTREN BUSINESS UNITS
(CASE STUDY OF DARUNNAJAH ISLAMIC BOARDING
SCHOOL, SOUTH JAKARTA)**

***ANALISIS PERAN SANTRI DALAM PERKEMBANGAN UNIT
USAHA PESANTREN (STUDI KASUS PONDOK PESANTREN
DARUNNAJAH JAKARTA SELATAN)***

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Abstract

Pesantren is a school that teaches religious sciences, Initially, pesantren only taught religious knowledge, but for now there are modern pesantren that combine religious knowledge with general knowledge, Darunnajah Islamic Boarding School is one of the modern pesantren, So the leadership of the pesantren also uses this opportunity to open a business unit to teach students self-reliance and entrepreneurial education, so that students are expected to play an active role in the management of the business unit being run. This study uses descriptive qualitative methods and data collection is carried out by means of in-depth interviews. The results of this study reveal that Darunnajah Islamic boarding school students play an active role in the development of business units run by Islamic boarding schools, The role played by the students is to become a business unit manager and provide bright ideas that they have to develop their business units.

Keywords: business unit; enterpreuner; pesantren; the role

Abstrak

Pesantren merupakan sekolah yang mengajarkan ilmu-ilmu agama didalamnya, awalnya pesantren hanya mengajarkan ilmu agama saja, akan tetapi untuk saat ini sudah terdapat pesantren modern yang menggabungkan antara ilmu agama dengan ilmu umum, pesantren darunnajah merupakan salah satu pesantren modern tersebut, maka pimpinan pesantren pun menggunakan kesempatan ini untuk membuka unit usaha guna mengajarkan para santri pendidikan kemandirian dan enterpreuner, sehingga santri diharapkan dapat berperan aktif dalam pengelolaan unit usaha yang dijalankan. Penelitian ini menggunakan metode kualitatif deskriptif dan pengumpulan data yang dilakukan dengan cara wawancara mendalam. Hasil

penelitian ini mengungkapkan bahwa santri pesantren darunnajah berperan aktif dalam pengembangan unit usaha yang dijalankan pesantren, peran yang dilakukan para santri adalah dengan menjadi tenaga pengelola unit usaha dan memberikan ide-ide cemerlang yang mereka miliki untuk mengembangkan unit usahanya.

Kata Kunci: *unit usaha; kewirausahaan; pesantren; peran*

A. INTRODUCTION

Indonesia, which is one of the countries with the largest Muslim citizens, so that Indonesia will definitely mobilize educational institutions engaged in the field of religion aims to increase the insight of future generations regarding their religious education, which is known today as the Islamic boarding school. Pesantren is an Islamic educational institution where the education system is almost similar to the Integrated Islamic School, there is only a slight difference, namely if the boarding school students do not return to their respective homes but the students must stay at the house or dormitory that has been prepared by the boarding school.

Pesantren are engaged in education and teaching, *da'wah* and also in the social field. In the field of education, pesantren do not only teach religious sciences but also teaches general education like other public schools, Besides that, pesantren also not only teach formal education, but also teach informal education.

The education system and environment manifested in pesantren have trained and educated students to live independently, independent in their daily life. In addition, the existing system also educates students to socialize, so that students can interact with the surrounding community with a variety of diverse understandings, In addition, life in the pesantren makes the students more mature so that they can solve their problems.

Darunnajah Islamic Boarding School is one of the pesantren that implements various education systems and has the environment mentioned above, Moreover, Darunnajah Islamic Boarding School is one of the Islamic boarding schools located on the outskirts of the capital which can be said to be very threatened by the dense activities of the capital, however, this pesantren is still consistent in maintaining a comfortable and good atmosphere of the lodge for its students (Pesantren Darunnajah, n.d.).

Darunnajah Islamic Boarding School in addition to teaching hard skills education, they also teach soft skills education for their students such as leadership and

independence education. In this case, the students are given the freedom to manage the business units that have been built by the pesantren. The students are given the authority to develop existing business units according to their respective skills and talents. For example, there are students who have expertise in the field of photographers, Then the student can manage the production house that has been provided by the Darunnajah Islamic Boarding School. This is what makes life in pesantren more interesting than most people think about pesantren which pesantren is only for people reading Arabic classics book or pesantren only for people who want to become ustadz and ustadzah. In fact, pesantren has a plus value compared to public schools.

So pesantren can be used as a forum for developing interests and talents for students. Especially on the interest of students in entrepreneurship, this has been researched by Suyanto and Rahma Yudi Astuti (Suyanto & Astuti, 2020), In his quantitative research, he explained that the students' interest in entrepreneurship was influenced by the theory of planned behavior approach. So in this study students have the desire and interest to become entrepreneurs. In addition, the paper from Alhaq Kamal and Nasirothut Thoyyibah (Kamal & Thoyyibah, 2020) explained that there are several factors that influence the students' interest in entrepreneurship namely social media, intelligence, personality, and personal motivation, this research was conducted at the al-Munawwir Islamic boarding school, Komplek Q Krapyak Yogyakarta.

The development of soft skills will be very useful for the students in order to increase the independence of the students, because independence is one of the characters they should bring when they leave the boarding school, Nur Fitri Yuliani has researched this independence in terms of independence (Yuliani, 2020), In his research, it is explained that the pesantren's efforts in fostering the attitude of independence of their students is to provide punishment and reward for students who carry out and do not carry out their duties, and provide direction to the students every learning in the classroom.

In this case, this paper is made to find out how the students at the Darunnajah Islamic Boarding School can play an active role in the development of their pesantren business, that way, the student are not only student in the pesantren but can become business partners in the pesantren environment, This paper will be different from the paper by Yudi Ahmad Faisal (Faisal, 2020), which in his paper it is stated that the

success factor for the economic development of pesantren is the belief and religious affiliation of the pesantren caregivers, the paradigm of kyai, organization, view of life and exemplary of pesantren administrators as well as managerial and management abilities in managing pesantren.

B. LITERATURE REVIEW

1. The Concept of Santri

The word santri comes from the Indian language, namely shastri, which means people know the holy books of Hinduism or scholars of Hindu scriptures, According to Nurkholis Majid, the word santri comes from the word sastri which is a Sanskrit language which means literacy, His opinion is based on the literacy class for Javanese people who try to explore religion through Arabic-language books. And also he argues that santri come from the Javanese language, namely cantrik which means people who always follow their teachers everywhere (Yasmadi, 2005, hal. 61). The term santri also exists in Tamil, which means teacher of the Qur'an. Sometimes it is also considered as a combination of the word saint (good man) with the syllable tra (like to help) (Kahfi & Kasanova, 2020).

Santri in the big Indonesian dictionary are people who study Islam, people who worship earnestly, shaleh (Kemdikbud, n.d.). Santri are students who study and study Islamic religion in pesantren (RI, 2019). The general understanding of santri is a person who studies Islam and explores Islam in a boarding school which is a place for students to study (Hidayat, 2016). From Opinion (Gufron, 2019) what is meant by santri is someone who studies religion through books by following the kyai or teacher.

2. The Concept of Pesantren

Pesantren from the word *pe-santri-an* which means the student's residence. Pondok comes from the Arabic word funduuq which means inn or dormitory. In the pesantren/Islamic boarding school, most are led by a kyai and assisted by students who have been appointed to manage the pesantren and manage the organizations or institutions within the pesantren. (Hidayat, 2016). Pesantren can be found all over the world and, although for some people the language is different, usually called "*Pondok*" if found in Malaysia and Southern Thailand and are called "*madrasah islamiah*"

(*madrrasah*) if they exist in India, Pakistan and most of the Arab world (Izfanna & Hisyam, 2012). In West Sumatra it is known as a *surau*, while in Aceh it is known as a *dayah* (Asifudin, 2016).

Pesantren according to Law Number 18 of 2019 are community-based institutions and are established by individuals, foundations, Islamic community organizations, and/or communities that instill faith and devotion to Allah Swt., have a noble character and adhere to the teachings of Islam which is reflected in a humble attitude, tolerance, balance, moderation, and other noble values of the Indonesian people through education, Islamic da'wah, exemplary and community empowerment within the framework of the Unitary State of the Republic of Indonesia (RI, 2019).

Pesantren have several elements. These elements are divided into three basic elements, namely: Human Resources (*Kiyai* and *Santri*), Teaching and Learning System (*salafi*, *khalaf*, and mixed) and Lahiriyyah Resources (lodging and dormitories) (Faisal, 2020). The purpose of holding Pesantren in general is to guide students to become human beings who have an Islamic personality, with the provision of religious knowledge they are able to become missionaries to spread Islam in the surrounding community through religious knowledge and deeds (Mu'id, 2019). While the specific goal is to prepare students (students) to become pious people in the religious knowledge taught by their *kyai*, and to practice and preach it in society.

The Development of pesantren in the Modern Era, namely the development of leadership patterns in pesantren; The journey of leadership in the pesantren will be closely related to the leader or the *kiyai*, how the skills and radiance of a leader's personality determine the position and level of a boarding school, the development of educational patterns in pesantren (Azizah, 2016). Along with the times, The progress experienced by pesantren is not only focused on educational institutions, but also build a business that can help the economy of the pesantren (Fathony, Rokaiyah, & Mukarromah, 2021)

3. Business Unit

Business is an activity carried out with the aim of obtaining results in the form of profits or wages. Business is an activity by mobilizing energy, mind, or body to

achieve a work purpose (action, initiative, effort, effort) to achieve something (Kemdikbud, n.d.).

Business Activities are divided into various types based on the type of activity: *Ekstraktif* is an activity that takes products from natural resources such as forest products, marine products, and others, *Agraris* namely activities related to agriculture, *Trade*, is an activity related to sellers and buyers without changing its form, such as: rice seller, *Industry* is the activity of processing raw materials into semi-finished goods and finished goods, such as: shoes, etc, *Services*, namely activities in providing services and facilities to meet needs, such as: banking services, etc. Forms of business in Indonesia: Cooperatives, State-Owned Enterprises (Business Firms, Persero, Public Companies), Private-Owned Enterprises (Commanditaire Vennootschap, Sole Proprietorships, Firms, Limited Liability Companies, Joint Ventures) (Ahmad, n.d.).

Businesses run by pesantren have their own goals, The basic goal is usually to train students to be independent and prosper the students as well as business unit managers (Fathony et al., 2021). If the residents of the pesantren live in prosperity, the pesantren can be said to be advanced (Muslimin, 2019) To prosper business managers, pesantren usually provide housing, allowances, and several other incentives. This is done as a form of gratitude to the business manager for participating in the management of the pesantren business unit. The development of a business is an important indicator for the development of a pesantren business. Therefore, important values in a business are applied in it in order to maintain the stability of the pesantren business. However, it is possible that pesantren business managers will retire or close due to several factors (Lugina, 2018). Therefore, pesantren must be more creative in developing economic potential to assist the financial management of pesantren as well as equip students to be independent in managing their businesses (Anwarrosid, 2020).

C. RESEARCH METHODS

This research uses qualitative research methods with the type of field research. This research was conducted by interviewing research subjects with in-depth interviews., research conducted on students and business unit administrators at Darunnajah Islamic Boarding School Ulujami, South Jakarta. The object of the research is the activity of the business unit in the form of a kopontren business (pesantren

cooperative) which oversees the business unit of Darunnajah store for male and female, laundry business unit and wartel at Darunnajah Islamic Boarding School, South Jakarta. Data collection is done by making observations, observations made to see several business units that are already running in the pesantren and approach the students and administrators of the pesantren business unit, In addition to observation, researchers also collect data by means of in-depth interviews, Interviews were conducted with students and administrators who are in charge of business units at Darunnajah Islamic Boarding School, South Jakarta. After the data is collected, the researcher will carry out the validity of the data by means of triangulation of data. Data that has been obtained from the first informant will be checked again on other informants continuously until no different data is found.

D. RESULTS AND DISCUSSION

1. Overview of Darunnajah Islamic Boarding School, South Jakarta

Darunnajah Islamic Boarding School is a private Islamic educational institution that has been pioneered since 1942, This pesantren was founded on April 1, 1974 by (alm) KH Abdul Manaf Mukhayyar and two of his colleagues (alm) KH. Qomaruzzaman and KH. Mahrus Amin. Darunnajah Islamic Boarding School is part of the Darunnajah Ulujami Foundation, South Jakarta, which currently has 20 branches and 66 educational units spread across the islands of Sumatra and Java, in Java, it has spread to several districts/cities, namely Tangerang, Bogor, Jakarta and Serang Banten, with the total of students continuing to grow, but for now the students are around 11,926 students.

Darunnajah Islamic Boarding School Center is a boarding school built on waqf land with an area of 7.41 hectares address at Jl. Ulujami Raya No. 86 South Jakarta Pesanggrahans. Darunnajah Islamic Boarding School is not only for junior high and high school education levels but the Darunnajah Islamic Boarding School also opens for kindergarten, elementary and higher education levels too. This pesantren has received accreditation A and is recognized by the government and the community.

Pesantren on the outskirts of the capital, will provide benefits in ease of communication with the government and the wider community. This pesantren, which has a beautiful atmosphere, strives to give birth to its students to become human beings

who are *muttafaqoh fiddin* as a candidate for the leader of the people/nation, and strive for the realization of education that has sincerity, simplicity, independence, *ukhuwah islamiyah*, freedom of thought and noble character (Pesantren Darunnajah, n.d.).

The *asatidz/ah* at this pesantren come from various universities and modern boarding schools, namely alumni of Darunnajah Islamic Boarding School or Darussalam Gontor Islamic Boarding School, where most of them live in dormitories and fully supervise and guide students in the learning process.

The vision of the pesantren is to build unimpaired Muslim and Islamic society by proving the best quality education, and to produce *Muslim, Mukmin, and Muhsin* individuals who have strong spirit and responsibility, Its mission is to educate prospective people and nations who are *tafaqqah fiddin; 'ulama, zuama, and aghniya*, Muslim intellectuals who are pious, have noble character, are knowledgeable, physically fit, skilled and tenacious.

The basic principles at this pesantren includes:

- a. Five Basic Values is a set of values that become as a value of every student activity to form santris character and attitude and to be their life basic principles; sincerity, modesty, independence, *ukhuwah islamiyah*, freedom.
- b. Five Basic Orientation is a guideline that becomes the direction and orientation on the kind of person the santris would be shaped: faithful to Allah Swt., possess good conduct, physically health, broad knowledge, creative and skillful.
- c. Pancadarma is a set of guidance for santri in implementing their capability in their community: Ibadah, useful knowledge for society, *ummah's* cadres, *da'wah Islamiyah*, love for country and Indonesia horizon.

For the convenience of the students in carrying out learning activities, daily life, extracurricular activities, So Darunnajah Islamic Boarding School tries to do its best by providing some facilities, that are:

- a. Worship Facilities, the main mosque which is provided as a central activity for the students, teachers, parents/guardians of students and the community around the boarding school.
- b. School facilities, The pesantren provides 32 units of male class and 45 units of female class where each unit is equipped with air conditioning (AC), To support the

learning of the students, the pesantren provides a library and laboratory consisting of 2 language laboratories and 3 Mathematics and Natural Sciences laboratories and 3 computer laboratories. In addition, the pesantren also provides an audio-visual room equipped with an LCD projector and soundproof room as well as a career center space for students to discuss career opportunities and future learning prospects. And as usual, a school is incomplete if it doesn't have a BK room, principal's room, teacher's room and school administration room.

- c. Dormitory Facilities, There are 6 units of male dormitory building and 8 units of female dormitory building where each building has 10-20 rooms, In addition, there are canteens located in several pesantren locations, and a dining room.
- d. Supporting facilities, there are meeting rooms, sports halls, public kitchens, mini markets, cooperatives, sports fields, indoor swimming pools, laundry, tours and travel, production houses, student savings and gardens scattered around the pesantren environment. (Pesantren Darunnajah, n.d.).

2. Darunnajah Islamic Boarding School Business Unit

Pesantren in the latest century are no longer pesantren which are known to only understand classical books and religious education, but the pesantren of this century is more modern and follows the times. If this century is known as the digital age, then the pesantren must also implement every activity in it with the digital world such as the pesantren already having to introduce its students to digital applications in buying and selling, so that the students are not left behind from the outside world when they have graduated from the boarding school.

Darunnajah Islamic Boarding School is one of the pesantren that implements digital applications in buying and selling payments at the Darunnajah Store. Based on the results of interviews conducted with the management of the business unit at the Darunnajah Islamic Boarding School (Darusman, 2022) that every santri who is staying at the Darunnajah Islamic boarding school as well as the asatidz/ah are required to have a card similar to a debit card., This card is useful for payment transactions made by students, so the transaction payment system is carried out with a cashless system, the point is that the finances of the students can be monitored by parents at home and also minimize theft that occurs in the pesantren area.

Picture 1. Debit Card



Source: Ustadz Idi Darusman (Tenaga Pengajar Pondok Pesantren Darunnajah Jakarta)

Darunnajah Store is one of the units developed by the Darunnajah Islamic boarding school cooperative, there are several other business units such as laundry, wet food canteen and wartel. Other business units owned by Darunnajah Islamic Boarding School are tour and travel, Andalusia 2 Hotels, production house. Within the production house, there are several business units, such as music studios, event organizers. The entire business unit owned by the pesantren is managed by the manager and the students who have been given responsibility for the business.

The management of the pesantren business unit is intended for education (Zaenudin, 2018), In this case, the pesantren does not only focus on generating profits, but at the same time educating the students to cultivate an entrepreneurial spirit. The students are taught independence and honesty to become entrepreneurs. So, in addition to providing education to the students, Pesantren also has the advantage of getting relatively cheap labor and easier supervision because the workforce is a person who has a well-known character.

Research conducted by Anggadwita, Dana, Ramadani and Ramadan (2021), explained that pesantren have implemented humane entrepreneurship through entrepreneurship-oriented activities as the main aspect of the humane cycle and enterprise cycle. The application of humane entrepreneurship aims to achieve entrepreneurial growth, innovation and Independence, and capacity development, stakeholder knowledge and commitment. In addition, the application of a spiritual approach which is one of the important components of pesantren has proven to be effective in implementing human entrepreneurship.

The pesantren business unit is not managed by the students, also still supervised by asatidz/ah who are appointed to supervise several business units, and there are also several professional employees who are also paid to manage the business unit when the students are studying, so that even though the students are busy with managing the pesantren business unit, studying at school remains their top priority.

Picture 2.

Several Business Units of the Darunnajah Islamic Boarding School, South Jakarta



Source: Pondok Pesantren Darunnajah Jakarta

3. The Role of Santri in the Development of the Pesantren Business Unit

Santri is one of the important elements in Pesantren. Without santri, the boarding school will not run well. The role of santri in developing pesantren business units is very diverse, there are some pesantren that only involve their students as investors from every business in the pesantren, there are also those who involve their students to go directly to the field of business units as workers as well as managers, and there are even some pesantren that only use the ideas of the santri to develop their pesantren business units. So far, the santri will have a role in the development of the pesantren business unit.

Darunnajah Islamic Boarding School which is one of the modern pesantren located on the outskirts of the capital, precisely in South Jakarta, have students who come from various regions, provinces and even from several neighboring countries, so that the management of the pesantren does not want to disappoint the students who have chosen to stay here by not presenting attractive and adequate facilities.

Based on the results of interviews with Ustadz (Annas, 2022) Darunnajah Islamic Boarding School started to open a business unit starting from the many needs of the students and extracurricular activities, so that the manager of the pesantren opens a business unit to meet the needs of the students while they are in the boarding school and also to be able to train students' soft skills, Independence, honesty, discipline, and entrepreneurial spirit.

The business unit that develops in the Darunnajah Islamic Boarding School with initial capital issued by the entire board and leadership of the pesantren and who manages the business unit is the santri and alumni of the Darunnajah Islamic Boarding School, Besides that, pesantren also involves professional permanent employees who aim to manage business units if students or alumni are unable to manage their business units, for example, students are in school lessons, then the business unit will remain open with professional permanent employees in it.

The managed business unit is intended as an education for its students so that the students can grow the entrepreneurial spirit in themselves and the students are more independent and disciplined, then the pesantren does not focus on the benefits obtained, Besides that, all profits are also not returned to the manager of the business unit, but all profits are given to the leadership of the pesantren to be used for other social activities,

pesantren development. Considering that the Darunnajah Islamic Boarding School is a pesantren that stands on waqf land.

In order for the business to run well, this business is also supervised by the head of the pesantren business development unit, then every week a meeting will be held per business unit in each branch of the pesantren and every month a grand meeting will be held in each business unit of all branches of the pesantren at the head office of the Darunnajah Islamic boarding school, South Jakarta.

The managed business units have utilized technology such as using a cashless system in every buying and selling transaction, and several business units using advanced technology such as laundry businesses, production houses, and music studios. The students can also spill their bright ideas to manage their business, because actually the santri who are the latest generation will have more fresh and contemporary ideas so that the pesantren business can develop according to the times.

E. CONCLUSION

Santri is one of the important components in every pesantren, without the existence of santri, the pesantren will not run well. Santri play an important role in pesantren, especially in the field of managing business units in pesantren, in some pesantren, santri act only as investors for the business units managed by the pesantren, there are also in some pesantren, santri act as managers of the pesantren business unit, and there are also some pesantren that have the role of giving ideas in the development of the management of their pesantren business units.

Darunnajah Islamic Boarding School as explained in the results of the research above, that students act as givers of bright ideas and as managers of business units that are run. As a student who lives in the contemporary world, the ideas they have greatly influence the success of the management of the pesantren business unit, In addition, by using the power of the students in managing the pesantren, the students can cultivate a spirit of independence, entrepreneur, discipline, so that after they graduated, they can compete with other school alumni.

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