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## STRATEGY OF EDUCATION BOARDING RAUDHATUL ULUM LUMAJANG IN THE FORM OF LIFE ENTREPRENEURSHIP SANTRI

Ahmad Zarkasyi

Prodi Hukum Ekonomi Syari'ah, STIS Miftahul Ulum Lumajang, Krajan 1 Sumber Anyar Jawa Timur  
email: [zarkazee@gmail.com](mailto:zarkazee@gmail.com)

### *Abstract*

*This article results from field research that reveals the educational strategy of the Raudhatul Ulum Lumajang Islamic Boarding School so that students have a spirit of entrepreneurship. In this study, data analysis was carried out since data collection as a whole was rechecked. The research results conclude; The strategy is carried out in four dimensions: first, the mental independence of the santri is instilled in them being diligent, including in terms of managing finances. The second strategy is to bring in experts in the agribusiness field, Third by introducing business units in the agribusiness sector. The goal is to let students know what business units are around the pesantren because many pesantren business units are located in Sumberanyar villages. So that it can be a reference for opening a business after graduating from the pesantren. The fourth strategy is by providing apprenticeship opportunities to participate in managing the business units owned by the pesantren . From there, the creativity and innovation of students in experimenting with presenting their ideas to the teacher / ustadz.*

*Keywords: strategy. Education, Islamic Boarding Schools, Entrepreneurship, Santri*

### *Abstrak*

*Artikel ini merupakan hasil penelitian lapangan yang mengungkap tentang strategi pendidikan Pondok Pesantren Raudhatul Ulum Lumajang untuk agar santri memiliki jiwa entrepreneurship. Dalam penelitian ini, analisis data dilakukan sejak pengumpulan data secara keseluruhan, dicek kembali. Hasil penelitian menyimpulkan; strategi dilakukan dengan empat dimensi :pertama pembinaan mental kemandirian santri yakni ditanamkan sifat rajin, termasuk dalam hal memanager keuangan. Strategi kedua dengan mendatangkan ahli dalam bidang agribisnis, Ketiga dengan cara pengenalan unit usaha dalam bidang agribisnis, tujuannya adalah agar santri tahu unit-unit usaha apa saja yang ada di sekitar pesantren, karena unit usaha pesantren banyak dan rata-rata berada di desa sumber anyar, sehingga bisa menjadi acuan untuk membuka usaha setelah lulus dari pesantren. Strategi keempat dengan cara pemberian kesempatan magang untuk ikut mengelola unit bisnis yang dimilikipesantren. Dari situ kreatifitas dan inovasi santri dalam bereksperimen untuk mempresentasikan ide-idenya kepada tentor/ustadz.*

*Keywords: Strategi. Pendidikan, Pesantren, Entrepreneurship, Santri.*

## INTRODUCTION

Research on pesantren has been carried out by several experts, including the title "Education and Entrepreneurship Integration Strategy at State Islamic Institute of Bukittinggi." This research was conducted by (Harfandi, 2020). The results show that entrepreneurial leadership and entrepreneurial mindset significantly influence organizational performance, but not entrepreneurial culture. Innovation has been shown to mediate the relationship between entrepreneurial culture and entrepreneurial mindset with organizational performance.

The second research was conducted by (Bikse et al., 2019), with the title of his dissertation "The Improvement of Entrepreneurship Education Management in Latvia." The results showed that the strategy applied by leadership in empowering the entrepreneurship of the students was carried out by providing entrepreneurial modelling, providing field learning, giving assignments in education business unit and providing motivation; The leadership style applied is a combination of democratic, transformative and charismatic leadership styles, the implication is that students have an entrepreneurial spirit and a santri-spirited entrepreneur.

While the Ministry of Industry continues to foster entrepreneurship in the country (Fitriati et al., 2011), through the santripreneur program, this program aims to encourage the growth of new entrepreneurs in Islamic boarding schools and the Making Indonesia 4.0 Roadmap in empowering Small and Medium Industries (IKM). With the santripreneur program, today's santri are required to deepen religious knowledge and be entrepreneurial (Fathul & Diwek, 2020).

With this santripreneur program, it is hoped that the students can push the wheels of the national economy to date (Zarkasyi, 2019). The Ministry of Industry has coached 8,128 students in 7 provinces, East Java, Central Java, West Java, Yogyakarta, Lampung, East Kalimantan. Whereas until now, the number of pesantren is 28,194 pesantren (Apsari, 2019). Meanwhile, the number of santri studying at pesantren increases; the number of santri until 2020 is 5 million mukim santri. If you add up with the students going back and forth to the Islamic boarding schools and vice versa and the Al-Qur'an education parks and madrasas, the number of students in Indonesia will reach 18 million students (Fatchurrohman, 2018).

According to (Versloot et al., 2007), there are five steps in implementing an entrepreneurial strategy in a company, namely: First with Developing the Vision. The first step in planning an entrepreneurial strategy is to share the vision that company leaders want to achieve (Fayolle, 2019). The vision must be clearly articulated by the organization's leaders; However, specific goals are then developed by managers and employees of the organization. Because employees need to know and understand the vision. A shared vision is an essential element of any strategy that seeks high attainment.

Second, with Encouraging Innovation. Innovation is a specific tool of the entrepreneur (Çoban & Atasoy, 2020). Therefore, companies must understand and develop innovation as a critical element in their strategy. Several researchers have examined the importance of innovation in organizational environments.

The third is Structuring for an Entrepreneurial Climate (Orwa, 2018). When establishing a stable drive to innovate in today's companies. One of the most critical steps is investing heavily in an innovative environment. The job of top managers is to create a very conducive work environment. In such an environment, every employee has the opportunity to "move forward." The willingness of ability to act on one's innate entrepreneurial potential is based on calculated judgments (Ribeiro, 2019). Conditions are the internal work environment that determines the perceived costs and benefits of taking

personal risks, challenging current practices, enduring organizational resistance, and enduring the ambiguities and pressures that entrepreneurial behaviour can create.

Therefore, credible innovation is more likely in firms where all individual entrepreneurial potential is sought and nurtured and where organizational knowledge is broadly shared (Silangen, 2016). The managerial challenge is to use workplace design elements to develop an "innovation-friendly" internal environment.

Fourth, with Preparing Individual Managers for Corporate Innovation. Leaders must create an understanding of the innovation process for their employees (Rudi, 2019). After assessing the company's internal work environment to support innovative activities, senior managers must also determine whether company employees understand company innovation and entrepreneurial behaviour. Key decision-makers must find a way to explain the purpose of using the company's innovation process to those expected to have entrepreneurial behavior (Zulhimma, 2018).

Understanding and supporting the company's innovation process should not be left unchecked. Experience shows that leaders need to develop programs to help all parties affected by company innovation to understand the value of entrepreneurial behaviour demanded by companies as the basis of innovation (Zarkasyi, 2017).

Fifth with Developing Venture Teams. The innovation team and the potential of employees produce innovative results and are recognized as the productivity breakthroughs of the 21st century (Azizah, 2016). Of course, no one doubts that their popularity is on the rise. Companies committed to an innovation team approach often label the changes they have experienced in a transformation or revolution. This type of modern work team is a new strategy for many companies. This can be used as a self-direction, self-managing, or high performer (Versloot et al., 2007).

One of the entrepreneur-based Islamic boarding schools is the Raudhatul Ulum Lumajang Islamic boarding school which is led by KH. Imam Mahalli. Pesantren entrepreneurs are boarding schools that can anticipate the changes with a clear vision of the future and seek to encourage a partnership in making changes. Entrepreneurship pesantren performs two main tasks. First, determine a decision plan to identify opportunities; Second, establish enforcement to configure resources to exploit opportunities. Entrepreneurial leadership will not develop the organization individually, but it involves all members of the organization in practice.

## RESEARCH METHODS

This type of research is a case study. Creswell argues that the focus of case studies is the specification of cases in an event, whether it includes individuals, cultural groups or a portrait of life (Patel, 2019). The data used three techniques, namely: (1) in-depth interviews; (2) non-participant observation and (3) documentary study (study of documents) the natural setting that exists on the research subject as a source of direct data in the form of words (Greet Peersman, 2002), actions and documents as well as data- other supporting data.

This research will find and describe the data comprehensively and comprehensively regarding the strategy of the pesantren to form the spirit of entrepreneurship among students with the object of the Raudhatul Ulum Lumajang Islamic Boarding School. In a study of this, the data analysis since collecting data as a whole checked back. Recurring time researchers match the data obtained, systematized, interpreted as logical for the sake of the legitimacy and credibility of the data obtained by researchers field.

Checking the validity of the data is the part that is very important and not is separated from research qualitative. According to Lincoln and Guba that the

implementation of checking the validity of the data is based on four criteria, namely the degree of credibility, transferability, dependability and confirmability. For the inside view, the credibility of the data in the study of qualitative researchers use several ways as follows: first, triangulation or inspection / checking the validity of the data by using : (1) many sources of data, (2) many methods of collection to confirm the data and (3) much time (Hadi, 2017). Second, conduct peer debriefing, namely by involving other people to criticize the results and the process of research that the researchers did. For this reason, the researcher positions the proposed supervisor as a discussion partner. Thirdly, being and doing activities of the field for a relatively long time, understanding and appreciating strategy of education boarding Raudhatul Ulum Lumajang in the form of life entrepreneurship santri. In qualitative research, this activity is commonly referred to as prolonged engagement

## DISCUSSION

A strategy is an overall approach that deals with the idea, planning, and execution of activity within a certain period. In a good strategy, according to (Fayolle, 2019) there is work team coordination, having the theme of identifying supporting factors following the principles of implementing ideas rationally, efficiency in funding and having tactics to achieve goals effectively.

Agribusiness is an essential part of the sector targeted in entrepreneurship education at Raudhatul Ulum Lumajang Islamic Boarding School. Through entrepreneurship education in agribusiness, it is hoped that the santri will have adequate abilities, both from land management, crop cultivation, to marketing activities. The ultimate goal of all education is, in essence, for students can live independently, without depending on other parties (looking for work) after leaving the Islamic boarding school by pursuing the agribusiness business that has been taught (Rudi, 2019). Agus Setia Irawan explained this as the Coordinator for Entrepreneurship at the Raudhatul Ulum Lumajang Islamic Boarding School, that: The agribusiness sector that has been developed at the Raudhatul Ulum Lumajang Islamic Boarding School until now, has only been implemented on the agricultural aspects and education, not yet in other entrepreneurial sectors. Such as fisheries or livestock, although in theory, the two agribusiness sectors are also taught. The strategy to achieve the desired outcomes of the pesantren, namely.

### 1. Mental Independence of Santri

In this mental coaching, the students of the Raudhatul Ulum Islamic Boarding School are mentally nurtured starting from the beginning of entering the 1st-grade Islamic boarding school, and their MTs is instilled in the dynamic nature of an entrepreneur who must be diligent in managing his business later including managing finances after the students are instilled in a diligent attitude. Furthermore, after instilling a dynamic nature, they are nurtured to manage money utilizing a voucher system that is limited by the pesantren per day of around Rp. 10,000 - Rp. 15,000 later, the vouchers will be exchanged for real money at the secretariat office; that way, the students will not have the grandiose desire to buy this because an entrepreneur must be skilled in managing his business finances save money for business development. Furthermore, to facilitate the implementation of santri money management, all santri finances are centralized (Subandi & Lazwardi, 2018).

The next thing in this mental formation is a simple life and togetherness. An entrepreneur is required to have a sense of togetherness in entrepreneurship. Of course, it requires a connection, and an entrepreneur cannot stand alone without any connection to other people; how an entrepreneur markets his products if there is no connection. This

connection arises from the presence of togetherness instilled in the pesantren, and this is in line with what is taught in the boarding school in general, which teaches togetherness in everyday life; this is reflected in the way students sleep, eat, study and so on, according to researchers' observations, in Pondok Al-Ittifaq Bandung the way students are taught togetherness through the way the lodge provides food is in a large tray. It is usually eaten for 4-7 students.

The mental development above aims to change the mentality of the students who initially at home still rely on their parents to do trivial things. As well as santri from the beginning of entering the pesantren, their main set was changed to be wiser in spending their money, because in the pesantren all santri finances were managed by the boarding school not carelessly.

In addition, the teachers at the Raudhatul Ulum Lumajang Islamic Boarding School in improving the students' abilities in the agribusiness sector are by giving various tasks given to each student by the teacher. It is hoped that the assignment is given to students who can hone and develop the ability to understand, complete tasks quickly, and make maximum efforts to carry out these tasks. The students of Raudhatul Ulum Lumajang Islamic Boarding School in improving their independence are giving various tasks from the teacher. This method is done to see how an individual can think with the ability he already has to work in the community and complete each of his tasks so that it is following the expectations that the organization wants to achieve.

The implementation of the education system at the Raudhatul Ulum Lumajang Islamic Boarding School, which has relevance to personal skills (Personal Skills), is a routine recitation, and this activity is a series of Fajr activities, starting from praying Fajr in a congregation and then continuing with dzikir and reading the Yasin letter in the congregation. Then ended with the yellow book recitation. The books studied are books as in the following table:

Tabel 1.1 Books reviewed at the Raudhatul Ulum Lumajang core subjects

<b>Subjects</b>	<b>Title of Book</b>
Tafsir	Tafsir Jalalain
Tasawuf	Nashoihud I'bad, dan Nashoihud diiniyyah
Hadist	Riyadus sholihin dan Muttamimmah
Fiqh	Fathul Qarib
Mantiq	Idhahul Mubham
Tauhid	Jawahirul kalamiyah

Data source: curriculum profile document (2020)

While the prayer activities in the congregation of the students of the Raudhatul Ulum Lumajang Islamic Boarding School are implemented compulsorily in order to balance the consumption of religious knowledge and general knowledge so that there is harmony, it would be nice for the students before their bodies are given knowledge, so the students should always clean their hearts first.

The student development carried out at the Raudhatul Ulum Lumajang Islamic Boarding School is in line with the theory stated by Drum Morril(Orwa, 2018) that Student development is a process in which an individual undergoes a source of changes toward more complex behaviour, that result from mastering the increasingly demanding challenges of life. These changes toward more complex behaviour often culminate in the individual transforming to a higher developmental position, resulting in his / reviewing people, events, and things in fundamentally different ways.

## 2. Bringing Experts in the Agribusiness Sector

The Raudhatul Ulum Lumajang Islamic Boarding School board explained that to improve the abilities in the agribusiness sector owned by the santri, the pesantren carried out several stages. First, the Raudhatul Ulum Lumajang Islamic Boarding School board brought in experts in the field of agriculture, such as Lumajang Regency Agriculture Office. Second, the Raudhatul Ulum Lumajang Islamic Boarding School board also brought in UKM, including santri alumni who were considered successful in doing their business, namely processing agricultural raw materials into finished products that have a higher selling value.

One of our unique concerns for students is to bring in expert teachers in the field of agribusiness, as stated by the board of the Raudhatul Ulum Lumajang Islamic Boarding School, explaining that the steps taken by the caregivers of the Raudhatul Ulum Lumajang Islamic Boarding School are a strategy that is right to be carried out. To help improve the students in building agribusiness education.

The Raudhatul Ulum Lumajang Islamic Boarding School has implemented striking steps in increasing the abilities of santri in the agribusiness sector and consequently providing positive developments for the madrasah as it is today. Developments in the mean are the awareness of the Boarding School Raudhatul Lumajang Ulum will be given very high duties, accomplishments achieved by the students is increasing while following the direct work with the community, either directly or assignment of Trustees of uniquely pesantren. From this success, the Raudhatul Ulum Lumajang Islamic Boarding School received recognition and a positive response from the general public regarding the students' ability at the Raudhatul Ulum Lumajang Islamic Boarding School in the field of agribusiness.

Based on this explanation, the researchers can understand that the steps taken by the caregivers of the Raudhatul Ulum Lumajang Islamic Boarding School in increasing the ability of the santri in the agribusiness sector are of good value and have a positive impact on the students so that they can provide a steady development for the progress of the Raudhatul Ulum Lumajang Islamic Boarding School (Yuliana, 2017).

Based on the observations of researchers at the Raudhatul Ulum Lumajang Islamic Boarding School, it was explained that every morning the students were always given guidance from the teaching staff and management related to the orderliness of the Raudhatul Ulum Lumajang Islamic Boarding School, which must be obeyed, the discipline of the students, the cleanliness of the madrasah environment, the effectiveness of learning, and the activeness of the students in following any ongoing learning material.

According to the opinion of the management of the Raudhatul Ulum Lumajang Islamic Boarding School, there are three ways carried out by the caregivers of the Raudhatul Ulum Lumajang Islamic Boarding School in providing expert staff in the agribusiness sector, namely : a) expert staff can visit the students to the location by responding to the problems faced and then looking for solutions, b) the students can carry out consultations by conveying problems faced to the expert staff, then the expert staff conducts studies and follows up on the field, c) the students are deployed directly to successful agribusiness companies, and expert staff provide facilities for the students and conduct monitoring then followed by continuous evaluation.

These findings corroborate Gagne's Learning Theory (Silangen, 2016), a learning theory that is a blend of behaviourism and cognitivism. Gagne stated that learning is something that happens naturally but only happens with certain conditions. That is the internal condition: the readiness of students and something that has been learned, then the

external condition, which is a learning situation that is deliberately arranged by educators to expedite the learning process.

### 3. Introduction to Islamic Boarding School Business Units

Students need to know what business units the pesantren have; at least they can recognize and know how to manage them, how to do them from the start. From here later they can choose which one is suitable for him and his community when he returns from the cottage later. They were shown the business units around the cottage, from the market, fields to fisheries.

This business unit introduction activity aims to make students better understand what business units are in the pesantren. At a minimum, they know what business units are around the pesantren because many pesantren business units are located in Sumberanyar villages, and it is impossible to invite students to go to business units outside the boarding school simultaneously.

The agricultural sector developed by the Raudhatul Ulum Lumajang Islamic Boarding School, namely: agriculture of food crops, such as rice, corn, soybeans, cucumbers, long beans, broccoli, chillies and cassava, fruit crops, such as guava, longan, and dragon fruit, even In the pesantren, plantation crops have also been developed, such as sugarcane, sengon and teak. The choice of plants (Kowang et al., 2021) cultivated in the cottage has also been carried out with careful consideration, such as rice because people eat rice every day, so the need for rice will increase over time, so rice is one of the choices for plants to be developed.

While the educational practice of opportunity management by the students at the Raudhatul Ulum Lumajang Islamic Boarding School can be reviewed from several aspects, including the existence of an offer to the students, several times the students at the Raudhatul Ulum Lumajang Islamic Boarding School were allowed to manage Islamic boarding schools, fish farming, manage cooperative sales, and manage other businesses, because of the density of schedules and memorization targets that must be fulfilled in the end the students had to divide their time to be effective, this was what the researchers had time. Get during field observations and interviews with business leaders of the Raudhatul Ulum Lumajang Islamic Boarding School. The researchers were even invited to help the santri in managing agriculture and pesantren cooperatives. Based on this explanation, the researchers saw an ample opportunity, but due to the density of the main activities of the students at the pesantren, the practice was only for a short duration (Darwis, 2017).

According to behavioural experts (behaviours). Entrepreneurship plays a significant role in one's success. A person who has high entrepreneurship combined with adequate managerial skills will cause to succeed in his business. Entrepreneurship also plays a role in developing someone so that they have a desire to maximize economic achievement and cause someone to withstand the test, be flexible, can be trusted, and overcome the problems they face. Besides that, referring to (Mustaqim, 2018), recognition of talents and interests are variables that contribute to successful learning.

### 4. Strategy Through the Apprenticeship System

Of the many efforts made by the Islamic Boarding School to develop the entrepreneurial spirit of the santri, the final step is to provide apprenticeships or be deployed directly to business units. Raudhatul Ulum Lumajang Islamic Boarding School has many business units, all of which are united under one foundation. Of the many santri business units, they are given internships in business units that are not far from the cottage.

Many santri are placed in business units owned by the pesantren when they have been given guidance both mentally and physically and are deemed fit to participate in an apprenticeship. Of course, the santri will be placed in the section where they have expertise in that one area, and the santri will be immediately placed in the business unit belonging to the pesantren. The provision of internships is intended so that students gain first-hand experience of what it feels like to be an entrepreneur and have more in-depth experience in this field. If students are given a concept without being allowed to do it directly, it is not sure that they will be able to do it when they return home. Because the true purpose of holding entrepreneurship development activities for this santri is to provide for their own needs, and their families independently do not depend on other people, they can even benefit those around them (Fitriati et al., 2011).

Providing apprenticeship to students is very important even when all the first to fourth steps are carried out, but the last step of the apprenticeship is not carried out; the students will only understand the concept without knowing and feel entrepreneurial. In its implementation, the apprenticeship system has a general principle of learning while working and working while studying. The process that occurs is the interaction between a person and another in delivering and receiving knowledge information. The apprenticeship process (Samidjo, 2017) is carried out by people who have no experience to people who already have specific experiences. Apprenticeship activities are limited to carpentry and crafts and various other skills such as medicine, law, education, and so on. The process of implementing this apprenticeship can be done individually or in groups.

This is in line with Sudjana (Azizah, 2016) opinion that: "Apprenticeship is a way of disseminating information carried out in an organized manner". Apprenticeship activity as an educational system when compared to other educational systems certainly has advantages and disadvantages. The strengths and weaknesses of apprenticeship activities, according to Alex S. Nitisemito (Afandi, 2019) states that the advantages of apprenticeship include: 1) Low cost; 2) Requires simple management; 3) More mature, and 4) Loyalty. While the weaknesses of this system include: 1) Too slow; 2) Static and: 3) Environmental effects.

## **CLOSING**

### **Conclusion.**

Based on the results of the study, it can be concluded that the educational strategy of the Raudhatul Ulum Lumajang Islamic Boarding School for students to have a spirit of entrepreneurship is carried out in several stages, namely the first to develop the mental independence of the students; the strategy applied was mental coaching for new students, this was implanted indirectly, namely instilling a dynamic nature. An entrepreneur must be diligent in everything diligently included in terms of managing finances. Pupils are taught frugality to diligently manage the financial system finance schools prove it was centralized. The second strategy is to bring in experts in the agribusiness sector, the introduction of business units in the agribusiness sector; the goal is to let students know what business units are around the pesantren, because many pesantren business units are located in Sumberanyar villages, so they can become the reference for opening a business after graduating from the pesantren and finally assessing the ability of students through evaluation and apprenticeship. Students who are given apprenticeship opportunities will be given the responsibility of managing the tasks assigned to them. From there, the creativity and innovation of students in experimenting with presenting their ideas to the teacher / ustadz.



### Suggestion

From the study results, education schools can give birth to the resources students who have skills in the field of science, Islam, and independence in entrepreneurship. Advice in particular to Pesantren Raudhatul Ulum, should program training of entrepreneurship for students for the future dyads will the curriculum be written and given internships can be expanded and not limited to the scope of businesses that are owned boarding schools.

Research provides information and insight to researchers further about the strategy of education schools in shaping students' independence in entrepreneurship.

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