

## **Business Development at Manba'ul Qur'an Harjowinangun Islamic Boarding School: The Barriers and Solutions**

**Khusnul Hanifah<sup>1</sup>, Sayyidatul Qory'ah<sup>2</sup>, Wahidmurni<sup>3</sup>, Ni'matuz Zuhroh<sup>4</sup>**

<sup>1,2,3,4</sup> UIN Maulana Malik Ibrahim Malang, Indonesia

\*Corresponding E-Mail: khusnulhanifah21@gmail.com

### **Abstrak**

Saat ini, pondok pesantren tidak lagi hanya dianggap sebagai lembaga keagamaan semata-mata, tetapi juga menjadi entitas sosial yang tumbuh dan berkembang. Mereka terus menjawab masalah masyarakat sekitar, termasuk melakukan bisnis untuk menghidupi kegiatan pesantren secara mandiri. Tujuan penelitian ini untuk mengetahui hambatan dan solusi dari pengembangan unit usaha Pondok Pesantren Manba'ul Qur'an Harjowinangun. Adapun metode penelitian ini yaitu penelitian kualitatif studi kasus dan teknik pengumpulan data menggunakan teknik observasi, wawancara dan dokumentasi. Teknik analisis data menggunakan kondensasi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian ini menunjukkan terdapat dua unit usaha di pondok pesantren Manba'ul Qur'an yaitu Kopontren atau koperasi pondok pesantren dan pertanian (Padi dan kacang hijau). Hambatan dalam menjalankan bisnis Koperasi Pesantren adalah kurangnya fasilitas dan sarana prasarana, kurang mempunya dalam menjalankan manajemen sistem koperasi, dan hari libur santri. Adapun hambatan dalam menjalankan bisnis pertanian adalah SDM pekerja yang minim dan dengan hambatan tersebut ditemukan solusi dengan memperluas kerjasama dan pelibatan masyarakat sekitar sebagai pekerja atau tambahan SDM pekerja sawah.

**Kata Kunci: Pengembangan Bisnis, Pondok Pesantren, Pembiayaan Mandiri**

### **Abstract**

Currently, Islamic boarding schools are no longer considered solely religious institutions, but have also become social entities that grow and develop. They continue to answer the problems of local communities, The purpose of this research is to find out the barriers and solutions from the development of the Manba'ul Qur'an Harjowinangun Islamic Boarding School business unit. The research method is qualitative research, case studies, and data collection techniques using observation, interview, and documentation techniques. Data analysis techniques use data condensation, data presentation, and conclusion drawn. The results of this study show that there are two business units Manba'ul Qur'an Islamic boarding school, namely Kopontren and agricultural (Rice and mung beans). The barriers in running the Cooperative business are the lack of facilities and infrastructure, lack of ability to run the cooperative system management, and student holidays. The barrier in running an agricultural business is the lack of human resources and with this barrier, a solution is found by expanding cooperation and involvement of the surrounding community as workers or additional human resources for rice field workers.

**Keywords: Business Development, Islamic Boarding School, Self Financing**

## **Introduction**

Islamic boarding schools initially functioned as a place to teach Islamic values and spread religion. However, over time, the institution has evolved to teach economics, politics,

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social, and culture. According to (Fathoni & Rohim, 2019) Islamic boarding schools are now known not only as pure religious institutions; They are now vibrant and thriving social institutions, responding to the problems of the surrounding community and focusing on a community-based curriculum. This is in line with the role of pesantren as an educational, social, and religious institution. They are an example of the government in an effort to form a superior character (Maya Silvana & Lubis, 2021). According to Presidential Regulation (Perpres) No. 87 of 2017 concerning the strengthening of character education, the government must strengthen the values of religious, honest, tolerant, disciplined, creative, independent, democratic, curious, love of the homeland, achievement awards, communicative, peaceful, love of reading, care for the environment, social care, and be responsible for building a cultured nation (*Peraturan Pemerintah No. 87 Tahun 2017 Tentang Penguatan Pendidikan Karakter.*, n.d.).

Manba'ul Qur'an Islamic Boarding School is one of the Islamic boarding schools whose activities are not only oriented to learning religious materials, but also have productive activities, namely entrepreneurial activities. Based on the results of observations, there are several economic efforts carried out by the Manba'ul Qur'an Islamic Boarding School, namely the Pondok and Agricultural Cooperative. The purpose of this economic business is to increase the income of the cottage. Therefore, the author would like to conduct further research on the challenges faced by Islamic boarding schools and how to develop their businesses with the aim of making them the main drivers of Islamic economics. Top management decisions in business development are necessary to implement their own development strategies. In addition, development strategies affect organizations over a five-year period (Nur Alifiyah, 2021).

Previous studies related to the theme of this article have a tendency: First, it tends to only discuss business development strategies in general as in the article Rise of (Mardyanto, 2016) about Implementation of business development strategies with the business model canvas. Second, it tends to discuss the economic development of pesantren in Yeni Yuliana's writings (Yuliana, 2019) entitled "Economic Development of Islamic Boarding Schools Through the Business Unit of Pondok Pesantren Darussalam Sindangsari Kersamanah Garut West Java" based on the results of this research shows sewing training, financial management knowledge sharing and market segmentation knowledge sharing. From the series of activities carried out, it was concluded that the entire series of activities had a positive impact on the capacity development of training participants and the community's economy. Then (Khoerunnisa, 2019) entitled "Economic Development Strategy of the AL-

Munawwir Islamic Boarding School, Q Krapyak Complex Yogyakarta (Case Study of Q-mart Minimarket)". The similarity with the three studies is that they both discuss the economic independence of the boarding school, but in this study, the author added a theory that did not exist in the previous article, namely business obstacles in Islamic boarding schools.

In line with that, the questions in writing this journal are formulated. The first, what are the business units or businesses in PP. Manba'ul Qur'an Harjowinangun. Second, what are the barriers and solutions to the business development strategy of Islamic boarding school and agricultural cooperatives in PP. Manba'ul Qur'an Harjowinangun. With the formulation of these 2 questions, it is hoped that it can provide new insights into business development strategies in non-formal Islamic boarding schools.

## **Literature Review**

### **Business Development**

A business is a state in which a person or a group of people is busy doing work that makes a profit. A business is a total set of businesses consisting of agriculture, production, development, distribution, transportation, communication, business, and government, which work to produce and market products and services to customers (Alma, 2010). Based on the definition, it can be concluded that a business is the effort of a person or a group of people to make a profit by providing goods or services to others.

### **Barriers Factors in Business**

When running a business, there are several causes that are obstacles in developing a business and can even trigger failure in business, according to (Husain, 2021) the first, lack of funds for entrepreneurs. If an entrepreneur cannot match the honorarium or meet their needs. It is essential to have a realistic plan for funding needs. Before starting a new business, it is crucial to forecast typical demand. Second, it is a mistake not to have a clear plan. Having a detailed business plan encourages entrepreneurs to think ahead, think, and make decisions about how their business will grow. Due to limited resources, poor management knowledge, and financial instability, new businesses fail more often than large, established businesses.

Meanwhile, according to (Sari, 2018) explaining the factors that inhibit entrepreneurship, including not having the ability to manage an improper management system, indecisive leadership, stunted or even undeveloped entrepreneurship, and wrong business decisions are the earliest factors that cause new entrepreneurs to fail to start operations. Experiencing poor business management causes entrepreneurs to wonder about the best way to run their business. The second is a lack of experience in business. An

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Khusnul Hanifah, Sayyidatul Qory'ah, Wahidmurni, Ni'matuz Zuhroh entrepreneur, at least, has an understanding of the characteristics of the business they run. This knowledge can help entrepreneurs take risks and make business decisions. Entrepreneurs often don't have the confidence to take big business risks if they are not yet experienced with their new business.

The third is the lack of financial supervision. Entrepreneurship requires good financial control. New entrepreneurs are usually overconfident and mistake the money needed to run their business. The fourth indicates a lack of marketing efforts. One way to run a business is to have a good marketing plan. To market their business, entrepreneurs must be creative and innovative. Repeat customers are proof of successful marketing. Weak marketing efforts can prevent a company from growing. In addition, improper inventory control. In order for customers not to be disappointed because the goods sold are not available, entrepreneurs must monitor their stock. Furthermore, unreasonable prices Mandatory entrepreneurs can choose the right exchange rate for their products based on production, marketing, and distribution costs, as well as competitor prices. Furthermore, it is not possible to make an entrepreneurial transition or transition. There will be a major change in management style once an entrepreneur starts to develop. Growth causes entrepreneurs to lose control. (Sari, 2018)

Personal skills or internal factors, such as lack of entrepreneurial experience, inability to manage, poor financial control, weak marketing efforts, improper price control, and inability to carry out entrepreneurial transformation, are some of the factors that can cause a business to be hampered. Factors that hinder business come from external factors, such as a bad start to the business or a bad location.

### **Methods**

This research used a qualitative method, with the research location at the Maba'ul Qur'an Harjowinangun Islamic Boarding School. Qualitative research is a research process that is carried out to understand social phenomena or phenomena by creating a complex picture, presenting it in words obtained from informant sources in a special context that is natural (Kusumastuti & Khoiron, 2019). Qualitative research focuses on the observation process at the research location where facts, information, data or other matters related to obstacles and business development solutions in PP. Manba'ul Qur'an Harjowinangun. This research was carried out by going directly into the field. A case study is a study that explores a system or related cases (or maybe several cases) that occur over a certain period of time through the collection of in-depth and detailed data from various sources (Creswell, 2015).

Data collection techniques use interviews, observations, and documentation. To obtain the validity of the data using the source triangulation technique, namely checking and comparing the data obtained has similarities with other data sources, meaning that the data obtained through the interview technique obtains the same data as the observation and documentation techniques. The data were then analyzed with an interactive model that followed the format of Miles & Huberman which included: data condensation, data presentation and conclusion drawn.

## **Result and Discussion**

### **1. Business Units Managed by the Manba'ul Qur'an Islamic Boarding School**

From the results of interviews with PP caregivers. Manba'ul Qur'an, Ustadz Muhammad Haromain Halimi, AH, M.Ag there are two businesses in PP. Manba'ul Qur'an, Kopontren and Agriculture. The first is kopontren or the PP Islamic Boarding School Cooperative. Manba'ul Qur'an which is managed by the business unit to date. In Kopontren, it provides items needed by students such as: sarongs, veils, peci, soap, and others. The Manba'ul Qur'an Islamic boarding school in implementing its entrepreneurial management in this kopontren is all entrepreneurial activities carried out by students. In this case, the capital in carrying out all businesses or entrepreneurial activities at the Islamic boarding school is the capital that comes from the kyai which is handed over to the students to be managed, both in terms of management and sales results, all the results are handed over to the Islamic boarding school. As for the management of the Islamic boarding school cooperative, it is divided into two, namely the male and female cooperatives, each of which has its person in charge.

Other businesses that have been run by the business unit are in the agricultural sector. As for the land managed by PP. Manba'ul Qur'an is an area of 3 hectares. Part of this land is given by the local government to be managed by Islamic boarding schools. The existence of agricultural activities carried out at the Manba'ul Qur'an Islamic Boarding School is not only beneficial and improves the welfare of the managers and students, but also for the surrounding community. This is because the efforts made by the pesantren in addition to involving the students also involve the local community, both in the field of production and in its development. For example, the community around the pesantren is also absorbed as a workforce in the agriculture managed by the pesantren.

In this business unit or agricultural business, there are several main activities carried out by students and residents. The first activity is farming. In this activity, pesantren residents, especially students, are empowered to work in the rice fields. Among the

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commodities planted on land owned by the pesantren are rice and mung beans. The next activity is to carry out harvest and post-harvest activities, the term is production and marketing.

These programs aim to improve the quality of human resources in Islamic boarding schools that are systematic and sustainable. This is in accordance with the goal of achieving the desired direction to be able to improve relations between Islamic boarding schools and increase the role of Islamic boarding schools in the process of socio-economic transformation. Efforts to achieve independence by using absolute elements in pesantren are utilizing and exploiting potential resources themselves (Misjaya et al., 2019).

Establishing various alternative economic development and economic institutions is one of the efforts of Islamic boarding schools in facing the flow of change. Islamic boarding schools in developing the economy, according to M. Nadzir, there are four economic business patterns used, namely:(Muttaqin, 2016)

- a. An economic business centered on kiai as the leader of the Islamic boarding school and has the responsibility to develop the Islamic boarding school.
- b. An economic effort aimed at strengthening the operational costs of Islamic boarding schools.
- c. An economic effort to equip students who can be used after leaving Islamic boarding schools by providing skills and abilities in the field of entrepreneurship.
- d. Economic efforts for alumni. This pattern involves cooperation between students and alumni with the aim of initiating productive businesses for alumni with the rest of the profits can be used to develop Islamic boarding schools.

## **2. Barriers and Solutions for the development of Kopontren and Agriculture business in PP. Manbaul Qur'an**

In running the PP Manba'ul Qur'an Islamic boarding school cooperative business, there are several obstacles experienced. These obstacles can be grouped into internal and external obstacles.

### **a. Internal and External Obstacles and Solutions from Kopontren Business Development**

The barriers experienced from internal are the lack of facilities and infrastructure. Like a cooperative room that is not so spacious and mixed with other functions besides the cooperative function for buying and selling. In addition, the business obstacles of the Manba'ul Qur'an Islamic boarding school cooperative also arise from the lack of ability to

run the management of the cooperative system due to limited management.

The obstacles experienced from the outside are student holidays because of the kopontren established in the Islamic Boarding School environment, the permanent consumers are the students of the Manba'ul Qur'an Islamic Boarding School itself, so that when the Islamic boarding school holidays arrive, many students and coaches go home, thus reducing sales.

With the existence of several internal and external obstacles, several solutions are needed. According to (Husein Umar, 2001) The formulation of solutions and strategies is very necessary after knowing the threats faced by the company, the opportunities or opportunities that are owned, and the strengths and weaknesses that exist in the company. SWOT analysis can develop four types of strategies, namely the SO strategy (*Strength-Opportunities*), WO strategy (*Weakness-Opportunities*), ST strategy (*Strengths-Threats*), WT strategy (*Weaknesses-Threats*). In this case, the choice of strategy for the development of business units The obstacles experienced can be given a Strategic Solution (W-O), this strategy aims to improve weaknesses by taking advantage of opportunities (Kotler, 2009).

The first is to improve facilities and infrastructure by taking advantage of cooperation opportunities that have been built with the local government. The second conducts good Islamic boarding school cooperative management training to the cooperative management, and the third expands the market to increase sales so that when the students are on vacation there is still income from other consumers and cooperation. According to (Zuhroh 2014) Open system in the layers of society Open stratification or open system allows for a wider vertical or horizontal social movement to members of society.

## **b. Internal and External Obstacles and Solutions from Agricultural Business Development**

Based on data obtained from the Agricultural Business Unit of the Manba'ul Qur'an Harjowinangun Islamic Boarding School which has been collected and analyzed, there are several obstacles and solutions related to the development of the rice and mung bean farming business at the Manba'ul Qur'an Islamic Boarding School. In this case, the author conducted a SWOT analysis in order to provide alternative solutions for the development of agricultural business units.

The strength possessed by the Agricultural Business Unit of PP Manba'ul Qur'an is the Person in Charge of the agricultural business who is very responsible and quick to respond to problems in the rice fields, such as rice affected by pests then immediately coordinate with the students who are in charge of taking care of agriculture and spraying pesticides, and so on. For weaknesses consisting of minimal worker human resources.

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Opportunities consist of the community are wide open to collaborate with Islamic boarding schools. In addition, in the agricultural sector, the threats are social disparities and prices that compete with competitors.

Basically with the SWOT analysis, there are several strategies applied by the Islamic boarding school in developing its agricultural business unit, namely the first, Strategy (S-O), the S-O strategy is a strategy that uses the company's internal strength to take advantage of external opportunities. The first is to maintain routine evaluations and responsive administrators so that problems in the rice fields are quickly overcome. The second is Strategy (W-O), this strategy aims to improve weaknesses by taking advantage of external opportunities. It must expand cooperation and involvement of the surrounding community as workers or additional human resources for rice field workers. The third is Strategy (S-T), this strategy aims to avoid or reduce the impact of external threats by using existing internal forces by maintaining a fairly affordable price or following the market at harvest.

### **Conclusion**

There are two business units in the Manba'ul Qur'an Islamic boarding school, namely Kopontren or Islamic boarding school and agricultural cooperatives. The Manba'ul Qur'an Islamic Boarding School has succeeded in developing business in the pesantren environment by empowering the internal human resources of the pesantren and the surrounding community. Obstacles in running the Pesantren Cooperative business are the lack of facilities and infrastructure, lack of ability to run the cooperative system management, and student holidays. Meanwhile, the solution to handle it is with a W-O strategy, improving facilities and infrastructure by taking advantage of cooperation opportunities that have been built with the local government. The second conducts good Islamic boarding school cooperative management training for cooperative administrators, and the third expands the market to increase sales so that when the students are on holiday, there is still income from other consumers. The obstacle in running an agricultural business is the lack of human resources and with these obstacles a solution is found by expanding cooperation and involvement of the surrounding community as workers or additional human resources for rice field workers.



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