

ENTREPRENEURSHIP-BASED MODEL OF PESANTREN ECONOMIC EMPOWERMENT AT PESANTREN NW AL-RAHMAN, WEST LOMBOK

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Abstrak: Pondok pesantren di Nusa Tenggara Barat (NTB), telah banyak bertransformasi tidak hanya menjadi pusat pembelajaran agama melainkan juga pusat pengembangan keterampilan. Pesantren mengembangkan keahlian praktis, termasuk di sektor perkebunan, untuk mendukung ekonomi pesantren dan mendukung pemberdayaan masyarakat miskin. Model mengelola asset dalam mengembangkan komoditas unggulan sector perkebunan yang dilakukan oleh Pondok Pesantren Al-Rahman NW menjadi focus utama dalam penelitian ini. Penelitian lapangan ini menggunakan pendekatan kualitatif deskriptif dan strategi studi kasus untuk menginvestigasi program, aktivitas pemberdayaan ekonomi di Pondok Pesantren Al-Rahman NW, Lombok Barat. Metode pengumpulan data meliputi observasi, wawancara, dan dokumentasi. Sementara itu, analisis data mengikuti model Miles dan Huberman. Penelitian ini, berhasil mengungkap bahwa pondok pesantren menerapkan pemberdayaan berbasis wirausaha pada sektor perkebunan, dengan mengembangkan potensi komoditi lokal seperti durian, gula aren, kolang kaling, dan jamur tiram. Pondok pesantren ini memainkan tiga peran sekaligus dalam model ini pertama sebagai pemilik, kedua sebagai distributor, dan ketiga sebagai pemasar. Implikasi dari model ini adalah pengurangan biaya operasional dan kebutuhan pangan pondok pesantren, peningkatan soft skill bagi santri, serta peningkatan keterampilan personal dan pendapatan bagi masyarakat miskin sekitar pondok.

Kata Kunci: Model, Pemberdayaan Ekonomi, Pesantren, Perkebunan

Judul: Model Pemberdayaan Ekonomi Pesantren Berbasis Wirausaha Sektor Perkebunan di Pondok Pesantren Al-Rahman NW Lombok Barat

Abstract: Islamic boarding schools (pesantren) in West Nusa Tenggara (NTB: Nusa Tenggara Barat) have evolved beyond mere centers of religious education; they now serve as hubs for skills development. These institutions focus on practical skills, including those related to the plantation sector, with the dual purpose of supporting their own economy and empowering impoverished communities. This research centers on the asset management model for developing superior commodities within the plantation sector, specifically implemented by Pesantren NW Al-Rahman. The study employs a descriptive qualitative approach and a case study strategy to explore economic empowerment programs and activities at Pesantren NW Al-Rahman NW in West Lombok. Data collection methods include observation, interviews, and documentation. Subsequently, data analysis adheres to the Miles and Huberman model. The findings reveal that pesantren embrace entrepreneurship-based empowerment in the plantation sector by harnessing the potential of local commodities such as durian, palm sugar, kolang kaling, and oyster mushrooms. Pesantren NW Al-Rahman assumes three pivotal roles within this model: owner, distributor, and marketer. The implications extend beyond the school itself, impacting operational costs, enhancing soft skills for students, and increasing personal income for neighboring communities.

Keywords: Model, Economic Empowerment, Pesantren, Plantation



INTRODUCTION

Pesantren are an important pillar in the history of education in Indonesia, especially in the field of religious education. Although they have contributed greatly to shaping the Muslim community and the country, pesantren cannot remain stagnant in the face of progress. The era of disruption requires pesantren to adapt and evolve, not only as centers of religious and moral learning, but also as centers of excellence in practical fields. This is the challenge facing pesantren today: they must not only rely on scientific traditions, but also diversify their knowledge to be practical and relevant to the needs of the times. Thus, pesantren need to gain a competitive advantage, for example, in the fields of agriculture, fisheries, or other practical skills, in order to respond to the demands of the times and make a greater contribution to society and the country.¹

This article emphasizes the importance of practical skills, especially in managing plantation sector businesses, as an integral part of pesantren education. This diversification of expertise aims not only to increase the skill capacity of students and pesantren administrators, but also to enable pesantren to generate economic resources that can support operations and other basic needs. With the development of science and technology, the social perception of pesantren has also changed. Some believe that pesantren only produce religious knowledge graduates without the skills needed in the job market. To overcome this perception, many pesantren have provided their students with practical skills training, making them not only religious educational institutions but also places that prepare a ready-to-use workforce.²

In Indonesia, pesantren are increasingly focusing on economic development and improving the skills of their students. For example, Pesantren Gontor strengthens foreign language skills, while other pesantren focus on mastering subjects such as *nahw* (Arabic grammar) and *sarf* (Arabic morphology). There are also pesantren, such as Darul Falah in Ciampea, Bogor, that provide students with agricultural skills. In the face of an increasingly competitive world, these pesantren need to continuously develop and even diversify their competencies. For example, pesantren can add value by specializing in areas such as *tafseer* (Qur'anic exegesis), *fiqh* (Islamic jurisprudence), or *ilm falak* (astronomy). In practical skills, diversification-such as pesantren specializing in fishing, automobiles, electronics, and other fields-is crucial. These steps are essential to prepare students for the changing demands of the modern world.³

In the context of pesantren in West Nusa Tenggara (*Nusa Tenggara Barat: NTB*), according to data from the Ministry of Religious Affairs (*Dirjen Pondok Pesantren*) in 2020,

¹M. Murtadho, "Pesantren dan Pemberdayaan Ekonomi (Studi Kasus Pesantren Baitul Hamdi dan Pesantren Turus di Pandeglang)", hasil penelitaian, Badan Litbang Depag RI tahun 2000, hlm. 1.

²Mujamil Qamar, *Pesantren dari Transformasi, Metodologi Menuju Demokratisasi Institusi* (Jakarta:Erlangga, 2007),hlm.79.

³ Mujamil Qamar, *Pesantren dari Transformasi, Metodologi Menuju Demokratisasi Institusi*, hlm.3.

there were 684 pesantren spread across 10 districts in NTB. Among them, 126,881 students were residents (*mukim*), while 122,961 were non-residents.⁴Based on this data, two pesantren have successfully implemented an integrated economic empowerment model by using pesantren assets to manage production in agriculture, plantation, fishery and forestry. These two pesantren are Pesantren Tohir Yasin in Lendang Nangka Village, East Lombok, and Pesantren Darul Falah Pesantren in Aik Prapa, East Lombok. In addition, there are other pesantren that are involved in different business sectors such as packaged water trading. To the best of the author's knowledge, these include Pesantren Darul Falah in Mataram and Pesantren Qamarul Huda in Bagu, Central Lombok.

The pesantren's success in entrepreneurship by integrating the agricultural and livestock sectors has enabled them to supply the food needs of their students and reduce dependence on external sources for rice and supplementary food. Pesantren Tohir Yasin, recognized as the best pesantren in Eastern Indonesia,⁵is implementing four key areas of development. These aspects include digitalization in administration, finance, and curriculum; the development of business units in livestock, agriculture, and other sectors; the establishment of cooperatives to promote internal economic growth and impact the economic well-being of local residents; and innovative waste management through the cultivation of black soldier fly. The latter not only eliminates waste, but also generates profit through the commercialization of maggots as bird and livestock feed.⁶

Pesantren in West Nusa Tenggara, such as Darul Falah Aik Perapa, Qamarul Huda Bagu, and Darul Falah Pagutan Mataram, have successfully developed businesses that help meet operational needs, albeit on a smaller scale than Tohir Yasin. However, many pesantren in NTB still lack a focus on the entrepreneurial sector, resulting in continued dependence on government support and donors. This is particularly true for schools with small land holdings of less than one hectare, which have yet to develop independent business models. The economic empowerment of pesantren is critical to reducing dependency on government and donor support. With their potential resources, including students and alumni networks, pesantren can develop superior regional commodities and manage land according to its geographical potential. This includes ventures in plantation, agriculture, livestock, fisheries and services.

Pesantren NW Al-Rahman NW Gunung Sari is actively engaged in efforts to strengthen its economy, focusing on the plantation sector. In addition to organizing various

⁴<https://ditpdpontren.kemenag.go.id/pdpp/statistik> di akses tanggal 3 Januari 2021 pukul 17.34.

⁵Festival Ekonomi Syariah (FESyar) 2020 untuk Kawasan Timur Indonesia (KTI), sumber: <https://radarlombok.co.id/ponpes-thohir-yasin-juara-i-di-ajang-fesyar-2020.html> diakses tanggal 29 juni 2021, pukul 17.25 WITA.

⁶<https://www.jejaklombok.com/2020/08/thohir-yasin-masuk-3-besarponpes.html> diakses tanggal 29 Juni 2021, Pukul 18.00 WITA.

levels of education and religious activities, this Islamic pesantren has initiated and implemented programs to increase its economic independence through entrepreneurship. This research shows that Pesantren NW Al-Rahman has successfully developed businesses in several local commodities within the plantation sector, including durian, palm sugar, palm wine, *kolang kaling* (sugar palm fruit), and oyster mushrooms. The school makes optimal use of its land to develop these local commodities in order to increase its economic income and achieve greater independence in meeting operational and other basic needs.⁷

Against this background, the researcher considers it important to conduct further exploration and research on the entrepreneurial approach of Pesantren NW Al-Rahman Medas in developing local commodities in the plantation sector. This study will also examine how the school is empowering its economy to meet its needs without relying solely on government aid funds.

METHOD

This research is a field study using a descriptive qualitative approach with a case study strategy. It aims to explore in detail and depth the programs, activities and processes within a community setting, specifically in the context of Pesantren NW Al-Rahman. A qualitative approach was chosen to explore descriptive data from written documents and oral information related to the pesantren's economic empowerment model in the plantation sector.

In this study, the researchers act as instruments and data collectors, requiring intensive presence at the research site to observe, interview, and collect primary data directly from the field. The researchers' presence at Pesantren NW Al-Rahman is crucial for data validation and processing. The research focuses on the plantation business units run by the pesantren, which allows for direct observation and active participation in the observed activities.

The research was conducted in Pesantren NW Al-Rahman NW. It focuses on the model and implications of entrepreneurship-based economic empowerment in the pesantren-owned plantation sector. Research data sources include subjects providing information and objects in the form of pesantren economic empowerment models.

This research uses data collection techniques including observation, interviews, and documentation. Observations were conducted in a participatory manner to obtain direct data on the behavior and activities of the research object. Interviews were conducted to collect information on the history of the pesantren, the plantation sector businesses, and the impact of economic empowerment on the pesantren and its students. Documentation is used to collect data from various relevant written records.

⁷ Wawancara, Ustadz Sagirudin, Taman Sari, Tanggal 20 Maret 2021.

Data analysis follows the Miles and Huberman model, which includes data reduction, data display, and drawing conclusions. Data reduction is performed by objectively recording all findings; data displays present information in an organized and easily understandable form; and conclusions are drawn based on strong evidence from the collected data. Data validation was conducted by extending the research time and exploring additional information from various secondary and tertiary sources.

RESULTS AND DISCUSSION

Productive Businesses of Pesantren NW Al-Rahman

Pesantren NW Al-Rahman implements an educational system fully supervised by its management to shape the character, mentality and knowledge of its students. In addition to training preachers, religious teachers and scholars, this pesantren also enhances educational resources, both tangible and intangible, to prepare students for competitiveness in the job market. Students are trained to be fully self-reliant, including culinary skills and entrepreneurship, with special emphasis on obtaining food ingredients through plantation enterprises.

Students at Pesantren NW Al-Rahman receive entrepreneurial training focusing on plantation products such as durian, sugar palm fruit, palm sugar and oyster mushrooms. This program aims to foster self-reliance and broaden students' cognitive horizons to address global challenges.⁸Involvement in the business community facilitates practical learning of Islamic economic principles, while meeting the internal needs of the pesantren and marketing products to the wider community.

In response to the evolving demands of the job market, this pesantren has focused on high-value commodities in the plantation sector over the past 4-5 years. This initiative provides students with hands-on experience in production and distribution, thereby enhancing skills relevant to the modern economy. The entrepreneurship program not only equips students with religious knowledge, but also provides them with practical skills essential for their future endeavors.

Durian Business

Pesantren NW Al-Rahman Gunung Sari has developed durian as a superior commodity by acquiring a 51-hectare land with 40 durian trees, taking advantage of the market potential in Desa Taman Sari. This orchard produces 600-700 durian fruits per season, making durian one of the pesantren's main businesses that attracts many consumers despite its high price.

⁸ Interview with Ustadz Sagirudin, Taman Sari, June 25, 2021.

“During each harvest season, approximately 600-700 durian fruits are collected from the 51-hectare land in the upper region.⁹ These fruits are then marketed at traditional markets around Gunung Sari and Kebon Roek, including direct sales to the general public. Durian is also sold along the roadside on the Gunung Sari-Kekait route before Pusuk. In addition, durian is marketed outside the Gunung Sari area, such as in East Lombok and Southwest Lombok, albeit on an order basis.”¹⁰

Based on the financial records and information provided by the management of the pesantren’s plantation sector business, Pesantren NW Al-Rahman generates an average net profit of approximately IDR 16,250,000 from the durian business alone during each durian season. This net profit is derived specifically from the durian business sector, with sales revenue reaching IDR 35,760,000 in 2018.¹¹

Palm Fruit and Palm Sugar Business

Pesantren NW Al-Rahman relies on sugar palm fruit and palm sugar as primary commodities due to high demand throughout the year. These products come not only from the pesantren’s orchard of 15 palm trees, but also from the harvests of the residents of nearby Desa Taman Sari and the parents of the students. The pesantren acts as a facilitator, connecting residents to the market and reducing production costs by acting as a sales agent. This collaboration involves approximately 15 households and is expected to generate sales of IDR 40,074,000 in 2020, with distribution expanding to markets, housing complexes, and nearby residential areas.

“Unlike durian, which has only one harvest season per year, sugar palm fruit and palm sugar can be obtained from the supported residents throughout the year. The management of this business unit collects processed sugar palm fruit from residents on a scheduled basis twice a month. For special needs, such as sudden orders for begawe (party) needs or catering, palm sugar can be procured from several sponsored residents’ homes as needed.”¹²

Pesantren NW Al-Rahman manages the sugar palm fruit and palm sugar business by involving 15 foster families living at the edge of the forest, using the yield of 15 palm trees on the pesantren’s land. The production process is delegated to the sponsored residents, while the distribution is managed by the pesantren’s management system and involves students. This model of entrepreneurship education aims to enhance the skills of students, especially those from less fortunate families, and to promote self-reliance and community awareness. Students are expected to develop a strong understanding of religion and entrepreneurial

⁹ The upper region refers to the mountainous area and forest-edge plantations in Desa Taman Sari village, Gunung Sari district.

¹⁰ Interview with Ustadz Sagirudin, Taman Sari, June, 25, 2021.

¹¹ Interview with Muhammad Wahyu, Taman Sari, June 28, 2021.

¹² Interview with Abdul Wahid, Taman Sari, June 28, 2021

skills, enabling them to compete in the job market with creativity and effective networking after graduation.¹³

Oyster Mushroom Business

Pesantren NW Al-Rahman is currently promoting the cultivation of oyster mushroom, a highly nutritious vegetable that is easily available and enjoyed by various segments of the society. This business initiative aims to meet the needs of traditional markets and residential areas surrounding the pesantren, given the high demand for nutritious vegetables. This activity is part of the pesantren's strategy to engage in a business sector with significant potential and to enhance the entrepreneurial skills of its students.

In addition to the simple production process, the humid climate in the Gunung Sari area is highly conducive to the production and growth of high-quality oyster mushrooms. Recognizing these favorable prospects, Pesantren NW Al-Rahman has allocated sufficient land for oyster mushroom cultivation. For the initial stage, the Pesantren has constructed a 10 x 4 meter (20 m²) area dedicated to oyster mushroom cultivation.

“Currently, the pesantren has installed 400 mushroom cultivation pots in this area. These 400 pots have the capacity to produce about 6 to 7 kilograms of oyster mushrooms daily. Currently, the mushroom production is mainly used to meet the vegetable needs of the students. In addition, a portion of the harvest is packaged and sold to nearby residences and residential complexes in close proximity to the pesantren, such as BTN Permai.”¹⁴

Entrepreneurship-based Pesantren Economic Empowerment Model

Actualization of Vision and Mission

Pesantren NW Al-Rahman translates its vision of developing science and technology through a mission to enhance the quality of human resources for teachers and staff, implement participatory management, and improve the quality of education in both general and religious fields. The educational activities and business ventures of this pesantren not only serve as a source for internal needs but also contribute to meeting the operational expenses of the institution.

This pesantren aims to cultivate students who are high-achieving, knowledgeable, and economically independent. The institution's management focuses on involving students and local residents in achieving economic self-sufficiency, taking into account individual and geographical potential. These activities involve the development of plantation-based enterprises that engage students, teachers, plantation workers, and local residents, including those residing on the forest periphery. In addition to fostering economic independence, Pesantren NW Al-Rahman regularly conducts spiritual strengthening activities. Weekly religious study sessions, consultations, and discussions to address common issues strengthen

¹³ Interview with Ustadz H. Said, Taman Sari, June 28, 2021

¹⁴ Interview with Muhammad Wahyu, Taman Sari, June 28, 2021.

the values of togetherness and mutual support in developing the pesantren. This creates a principle of community cohesion, aligning with the local philosophy of “*beriuik anyong saling sedok.*”¹⁵

The Economic Empowerment Aspects of the Pesantren

The students (*santri*) at Pesantren NW Al-Rahman come from various regions in West Nusa Tenggara, predominantly from low-income groups, including the impoverished and orphans. During their stay, they are not charged for education, lodging, food, and drink, with all expenses covered by the income generated from the plantation sector managed by the pesantren and partially from third-party donations. Students also receive holiday clothing, notebooks, and religious texts. This pesantren integrates traditional education with Islamic religious literacy and plantation-based economic development to improve the welfare of its students and the surrounding community.

Founded in 2014, Pondok Pesantren Al-Rahman NW maintains the tradition of traditional pesantren education while innovating in the economic sector by utilizing the plantation potential in the pesantren's vicinity. They focus on empowering economically disadvantaged communities on the forest fringes through plantation-based entrepreneurial activities. The aim is to educate the nation's children, propagate Islamic teachings, and advance the educational rights of underprivileged communities to become more empowered. Through inclusive education oriented towards developing entrepreneurial skills, Pesantren NW Al-Rahman strives to produce highly competent students ready to compete in the job market.

a. Students Empowerment

Currently, Pondok Pesantren Al-Rahman educates 115 students, comprising 75 male and 40 female students. The educational institutions managed by the pesantren include *Raudatul At-Fal* (kindergarten), *Madrasah Tsanawiyah* (junior high school), and *Sekolah Menengah Atas* (senior high school). In addition to managing these educational institutions, as previously mentioned, Pesantren NW Al-Rahman operates productive business centers that significantly contribute to meeting the institution's consumptive and operational needs.

With an asset area of approximately 51 Are (51,000 m²) of plantation land containing 40 durian trees and 16 sugar palm trees owned by the pesantren, supplemented by 15 families under the pesantren's guidance who also work in the plantation sector, there is a total of 163 sugar palm trees and 217 durian trees, plus an additional 400 pots of oyster mushrooms managed by the pesantren. The pesantren's business unit managers have been able to supply fruit and vegetable needs, particularly

¹⁵ Interview with Sagirudin, Gunung Sari, May 12, 2021

oyster mushrooms, palm sugar, and sugar palm fruit from the guided residents, to traditional markets such as Gunung Sari and Kebon Roek traditional market. Beyond traditional markets, the products from Pesantren Al-Rahman productive centers are also marketed in residential areas around Gunung Sari.

Pesantren Al-Rahman capitalizes on the demand for palm sugar, sweet palm wine, sugar palm fruit, and oyster mushrooms among residential community members as a potential market opportunity. Residential community members have become regular customers, with orders varying throughout the day. The pesantren involves its students in managing and distributing plantation products, both from the pesantren's own plantation and from guided communities, as part of character education and entrepreneurial mentality development. Students are tasked with collecting goods from the plantation and delivering orders to customers, organized on a rotational and scheduled basis.

The distribution of plantation products is arranged according to specific patterns, such as sales to traditional markets on certain days and direct distribution to customers daily based on orders. Students involved in this business unit are resident students of the senior high school, except for third-year students who are only involved for one semester before focusing on their final examinations. For seasonal commodities like durian, distribution is conducted based on orders during the harvest season, while non-seasonal commodities such as sweet palm wine, palm sugar, sugar palm fruit, and oyster mushrooms are distributed daily depending on existing orders.

All these processes are carried out by the pesantren management, which delegates tasks to the business unit managers involving the students. The distribution scheme of plantation sector production involving local residents and students aligns with the diagram presented below:

Tabel

Pola Distribusi Hasil Perkebunan Pondok Pesantren Al-Rahman NW



Pesantren NW Al-Rahman manages three business units in the agricultural sector: durian fruit orchards, palm sugar and sugar palm fruit processing, and oyster mushroom cultivation. The management and distribution of these agricultural products are conducted through a dual approach. Firstly, the pesantren acts as a producer of durian fruit and oyster mushrooms. Secondly, it functions as a distributor of agricultural commodities from affiliated families residing near the forest, including durian fruit, palm sugar, and sugar palm fruit.

Through these dual roles, Pesantren NW Al-Rahman assists affiliated community groups in accessing markets, both through traditional marketplaces and direct delivery to residential areas via an order-based system. The involvement of students and community members is organized on a scheduled and group basis. During the durian season, the pesantren can achieve a daily turnover of IDR 15-18 million or IDR 60-72 million per month. Outside the durian season, the turnover from palm sugar, sugar palm fruit, and oyster mushrooms reaches IDR 3-4 million per day or IDR 12-16 million per month, with an additional turnover of IDR 700,000 to IDR 1.5 million per day from residential orders.

The net profit from the agricultural business is divided into four categories: 20% for capital expansion, 20% for savings, 40% for operational costs, and 20% for food provisions. Students involved in this enterprise also receive a share of the profits, encouraging their participation in the pesantren's economic activities and enhancing their self-reliance and entrepreneurial skills.

b. Community Empowerment

This article discusses how Pesantren NW Al-Rahman is involved in community empowerment efforts. Before delving into further discussion, it is important to define the operational concept of community empowerment that serves as the foundation for the actions taken by this pesantren. Community empowerment consists of two words: "empowerment" and "community." Descriptively, "empowerment" stems from the English word "power," which conveys the meaning of authority or capability. This power primarily refers to social relationships among humans. Empowerment is defined as both a process and a goal. As a process, empowerment is an effort to strengthen the condition of weak groups in society, including underprivileged communities. Meanwhile, as a goal, empowerment encompasses the results of social change in which communities have the power, strength, and ability to meet their needs in various

aspects of life, as well as the capacity to express aspirations, secure employment, participate in social activities, and independently fulfill their life obligations.¹⁶

In this article, the concept of community empowerment is defined as an effort to help community groups develop their abilities to make independent decisions and improve their well-being. According to Muktahari, a community is a group bound by systems, customs, and shared living, while Abidin states that community empowerment is support for developing their capabilities. This concept also embodies social values, as expressed by Utomo, with the aim of building the economy and helping the underprivileged to gain decision-making abilities and improve their welfare by removing personal and social barriers.¹⁷¹⁸¹⁹

Pesantrens, with their strategic position close to the community, have great potential to become drivers of economic empowerment for rural communities, especially the underprivileged. The open and inclusive approach in pesantren education enables it to be not only a religious educational institution but also an effective institution in producing entrepreneurs grounded in religious values and possessing high empathy towards lower-middle-class communities.

Pesantren NW Al-Rahman in Gunung Sari is a concrete example of how a pesantren can play a role in transforming society to become more empowered and self-reliant. Although it has not yet become the primary example of economic empowerment for the community, this pesantren has demonstrated the principle that change towards improvement is the most important thing for educational institutions, especially pesantrens, to strive for. The simple principle that any good deed, no matter how small, contributed to the betterment of the community is better than merely hoping to do great deeds that never materialize, serves as the foundation for this pesantren. Pesantren NW Al-Rahman has initiated small steps in nurturing the community, especially those living on the forest fringes and around the pesantren, to become more economically self-sufficient.

The empowerment initiatives undertaken by Pesantren NW Al-Rahman encompass providing educational scholarships to impoverished residents, facilitating

¹⁶ Nurjamilah, "Pemberdayaan Masyarakat Berbasis Masjid Dalam Perspektif Dakwah Nabi SAW". *Journal of Islamic Studies and Humanities*, Vol. No. 1, Tahun 2016, hlm. 93–119.

¹⁷ Laelasari, N., Safei, A. A., & Azis, "Peranan Program Pemberdayaan Masyarakat Kelurahan dalam Meningkatkan Kesejahteraan Ekonomi". *Tamkin: Jurnal Pengembangan Masyarakat Islam*, Vol. 2, No.2, tahun 2017, hlm. 80–99.

¹⁸ Setiawan, "Manajemen Komunikasi Dompot Ummat dalam Pemberdayaan Ekonomi Umat Islam". *Ilmu Dakwah: Academic Journal for Homiletic Studies*, Vol. 11, No. 1. Tahun 2017, 87-1104, <https://doi.org/10.15575>

¹⁹ Istan, M. "Pengentasan Kemiskinan Melalui Pemberdayaan Ekonomi Umat Menurut Perspektif Islam". *Al Falah: Journal of Islamic Economics*, Vol. 2, No. 1, Tahun 2017, hlm 90-103

market access for agricultural products, and empowering underprivileged communities on the forest fringes as managers of the pesantren's assets. Key commodities such as durian, palm sugar, and oyster mushrooms, produced from the pesantren's land and the assets of affiliated community members, have become the primary source of income for this institution.²⁰

Consequently, the empowerment approach adopted by Pesantren NW Al-Rahman is not limited to education but extends to the economic sector, with a focus on agriculture. This approach aims not only to improve community welfare but also to prepare future generations who excel in both religious knowledge and entrepreneurship, while supporting the overall economic activities of the community.

Pesantren NW Al-Rahman substantially follows Suyata's perspective on the role and existence of pesantrens. They practice Islamic teachings in all their activities, positioning the pesantren as a living social institution with religiously-inspired objectives. Pesantren NW Al-Rahman is not merely a religious institution but also serves as an educational and community development center. They cultivate a character of self-reliance aligned with their institutional capacity, engage in community processes, and function as a center of excellence in nurturing potential and providing social services for the surrounding community. Thus, this pesantren consistently demonstrates its influence in shaping and maintaining social, cultural, political, and religious life, particularly in rural communities, in line with the conclusions of Van and Berg, Hurgonje, and Geertz.²¹

Pesantren NW Al-Rahman has chosen agricultural entrepreneurship as a medium for the development and empowerment of students and the community, due to its unique geographical characteristics and regional potential, which differ from typical business development in pesantrens in NTB. According to Ustadz Sagirudin, the commercial activities conducted by Pesantren NW Al-Rahman aim to empower the community and enhance students' skills. Their objective is not solely profit-oriented but also to empower communities lacking in knowledge and economic resources, especially in vulnerable forest-edge areas. Through entrepreneurship, they strive to liberate the community from poverty and religious non-observance. From a religious perspective, financial resources become important for perfecting Islamic propagation and worship, making the fulfillment of other needs an essential prerequisite, although money itself is not obligatory.²²

²⁰ Interview with Ustadz Sagiruddin, Taman Sari, June 27, 2021.

²¹ Zamakhsari Dhofier, *Tradisi Pesantren: Studi Pandangan Hidup Kita*, LP3ES, Jakarta, 1982, hlm.16-18.

²² Interview with Ustadz Sagiruddin, Taman Sari, July 5th, 2021.

Pesantren NW Al-Rahman implements empowerment principles based on local wisdom and mutual cooperation, with a strong familial ethos. Adherence to these principles characterizes the business conduct at this institution, where mutual cooperation and familial bonds form the foundation of relationships among pesantren, students, affiliated community members, and the surrounding populace. Several key points emerge as a model for entrepreneurship-based empowerment in the agricultural sector: 1) The pesantren provides free education and accommodation facilities to the children of impoverished residents in mountainous regions. Additionally, it designates disadvantaged individuals in the surrounding mountainous areas as affiliated community members, granting them rights to manage the pesantren's assets to support their children's education at the institution: 2) Students are equipped with entrepreneurial knowledge in the agricultural sector. Senior students provide examples and motivation to their juniors, while the management offers direct guidance: and 3) Students are also encouraged to develop their own marketing networks while involved in the business sectors managed by the pesantren. This approach demonstrates a comprehensive strategy that combines educational opportunities, practical skills development, and community engagement, all underpinned by traditional values of cooperation and kinship. The model showcases how pesantrens can play a multifaceted role in community development, integrating religious education with practical economic empowerment initiatives.

The Implications of Entrepreneurship-Based Pesantren Economic Empowerment at Pesantren NW Al-Rahman

Although initially pesantren might have appeared resistant to change and inclined to maintain traditions, they have recently demonstrated flexibility by accommodating changes and finding appropriate patterns to address them. Education in pesantren is no longer solely focused on tradition but has also adapted to the demands of the modern job market. Learning activities in pesantrens, such as Pesantren NW Al-Rahman, now aim to equip students with life skills relevant to their environment and needs.

One response from Pesantren NW Al-Rahman to these developments has been the establishment of agricultural enterprises as part of the students' learning experience. Consequently, students receive not only religious education but also entrepreneurial skills aligned with the local potential of their residential areas. Pesantren are no longer merely centers for religious, social, and political education but also have the potential to influence other fields such as health, technology, environmental studies, and particularly the economic empowerment of surrounding communities. Thus, pesantren serve as centers for the

development of religious thought (centers of excellence), human resources, and as agents of development in society, producing human resources and empowering communities.²³

The economic empowerment initiatives of pesantren aim not only to equip students as important resources for the institution but also to advance the economy of the surrounding community, especially in the context of forest-edge communities that often constitute pockets of poverty. The potential for economic empowerment possessed by Pesantren NW Al-Rahman, if developed massively and extensively, could have a significant impact on poverty reduction. The correlation between religious fervor and community welfare becomes evident in this context. Pesantrens, with their unique characteristics and resources, play a strategic role in empowering the economy of both students and the surrounding community. By becoming centers of transformative movements, pesantren can serve as driving forces in advancing the economy of Gunung Sari and even West Lombok as a whole. It is hoped that pesantren can become reliable models of economic empowerment, propelling West Nusa Tenggara towards a greater vision of development, where its people live prosperously, affluently, and are capable of competing globally.

The implication for the pesantren

Pesantren play a strategic role in cultivating human resources that excel in religious knowledge. Additionally, they can serve as mediums for developing productive enterprises to empower students and surrounding communities. The management of pesantren should not only focus on fulfilling students' knowledge requirements but also be open to profit opportunities that can be maximized to ensure their sustainability. This approach becomes a priority in guaranteeing the continuity of pesantren, as demonstrated by Pesantren NW Al-Rahman's integration of productive enterprises into student learning.

The entrepreneurial ventures in the agricultural sector undertaken by Pesantren Al-Rahman not only support the daily needs of students but also alleviate the burden on the foundation's leadership in meeting the students' kitchen requirements. Contributions from third parties can be utilized to enhance students' soft skills and address their clothing and shelter needs. In the future, it is anticipated that these enterprises can be developed in a more advanced and modern manner in terms of managerial aspects to support students' needs independently.

Another impact of the entrepreneurial activities conducted by Al-Rahman is both internal and external expansion. This expansion influences parents' decisions to entrust their children to the institution. Information about the pesantren's success spreads through both community members and alumni, positively affecting the institution's reputation and increasing student enrollment.

²³ Nadzir, M. "Membangun Pemberdayaan Ekonomi Di Pesantren", *Economica: Jurnal Ekonomi Islam*, Vol. 6 No. 1, Tahun 2015, hlm. 37-56.

Thus, in accordance with Chabib Thaha's opinion in his book on *Kapita Selekta Pendidikan Islam*, pesantren not only serve an internal role as educational centers for their students but also function as economic institutional hubs that can motivate the surrounding community. In essence, besides being educational institutions focused on the regeneration of religious scholars, pesantren have become centers of educational activities that consistently and relatively successfully instill a spirit of independence, entrepreneurship, and self-reliance without dependence on others.²⁴

The implications for the students (santri)

Numerous studies have revealed the positive impact of entrepreneurship-based empowerment programs in the agricultural sector promoted by Pesantren NW Al-Rahman. These programs aim not only to meet contemporary educational, economic, and religious propagation demands but also provide direct and indirect benefits to all elements of education within the pesantren, including students, parents, and the surrounding community. This empowerment not only facilitates knowledge transfer but also shapes character, spirituality, and good morals. Students also receive direct benefits such as skill development in building business networks, business management, and leveraging market opportunities.

Although this empowerment is conducted with profit objectives, it is important to note that Pesantren Al-Rahman also prioritizes educational and teaching aspects for students. The profit motive is not solely for business sustainability but also to reduce the operational costs faced by the pesantren related to students' needs, especially those residing on campus. Thus, the context of empowerment conducted by the pesantren is not merely profit-oriented but also has significant positive impacts on educational and economic aspects, as well as helping to meet the operational needs of the pesantren efficiently.

The implications for communities

Community empowerment is an effort to develop the capabilities of community members to enable them to make independent decisions and improve their economic well-being. This concept embodies social values and aims to build the economy and empower economically disadvantaged groups, such as the destitute and impoverished. Empowerment finds its substance in community groups in need, with the goal of enhancing their decision-making abilities and overcoming personal and social barriers that impede their life progress.^{25,26}

Pesantren NW Al-Rahman serves not only as a religious educational institution but also as an agent of economic empowerment for the community. In this context, the presence of

²⁴ Chabib Thaha, *Kapita Selekta Pendidikan Islam*, (Yogyakarta, Pustaka Belajar, 1996), hlm. 52.

²⁵ Setiawan, "Manajemen Komunikasi Dompok Ummat dalam Pemberdayaan Ekonomi Umat Islam", *Ilmu Dakwah: Academic Journal for Homiletic Studies*, Volume. 11. No. 1, Tahun . 2017. hlm. 78-85

²⁶ Istan, M. "Pengentasan Kemiskinan Melalui Pemberdayaan Ekonomi Umat Menurut Perspektif Islam", *Al Falah: Journal of Islamic Economics*, Volume. 2 No. 1. Tahun 2017, hlm. 24-37.

the pesantren in society is not limited to producing religious experts but also holds significant potential as a pioneer in community economic empowerment. Through economic empowerment activities, the pesantren actively develops the local economy by empowering nearby residents, including those living on the forest fringes. One approach employed is economic empowerment through agricultural sector enterprises. The pesantren not only provides periodic employment opportunities for its students but also systematically creates job opportunities for the local community, both in the distribution and marketing of agricultural products. This includes the deployment of skilled labor in product packaging, opening new markets, acting as marketing agents for agricultural products, and managing land assets. Consequently, Pesantren Al-Rahman functions not only as a center for religious education but also as a sustainable driver of the local economy.

The pesantren's economic empowerment initiatives demonstrate a holistic approach to community development. By integrating religious education with practical economic activities, the institution creates a synergy between spiritual growth and material well-being. This model of empowerment addresses the multifaceted needs of the community, fostering both religious understanding and economic resilience. Furthermore, the pesantren's role in opening market access and providing employment opportunities contributes to reducing economic disparities in the region. By involving local residents in various stages of agricultural production and distribution, the institution promotes inclusive economic growth. This approach not only enhances the economic capacity of individuals but also strengthens community bonds and social cohesion.

The sustainable nature of these initiatives is particularly noteworthy. By focusing on agricultural enterprises that are aligned with the local ecological context, the pesantren ensures long-term viability of its economic empowerment programs. This approach not only provides immediate economic benefits but also promotes environmental stewardship and sustainable resource management. The economic empowerment activities of Pesantren Al-Rahman exemplify a comprehensive model of community development that integrates religious, educational, and economic dimensions. This multifaceted approach positions the pesantren as a pivotal institution in fostering sustainable local economic growth and community well-being.

CONCLUSION AND RECOMMENDATIONS

After conducting analysis and discussion, the researcher concludes that the economic empowerment model implemented by Pesantren NW Al-Rahman is entrepreneurship-based empowerment in the plantation sector. This model focuses on developing the potential of superior local commodities such as durian, palm sugar, sugar palm fruit, and oyster mushrooms. The pesantren performs three concurrent functions in implementing this

empowerment model: firstly, as an owner; secondly, as a distributor; and thirdly, as a marketing entity.

The implications of this agricultural sector entrepreneurship-based economic empowerment model developed Pesantren NW Al-Rahman are threefold. Firstly, it impacts the pesantren by reducing operational costs and food expenses. Secondly, it affects the students by training their business acumen, enhancing their entrepreneurial soft skills, fostering good character and generosity, and cultivating care for the environment and fellow human beings wherever they may be. Thirdly, it influences the surrounding community by improving personal skills and increasing family income, thereby boosting the local economy.

Based on the above conclusions, the researcher considers the following points important as suggestions and recommendations for various parties and government entities that pay attention to the existence of pesantren as a crucial part of community economic development: (a) Stakeholders should maximize the role of pesantren in building economic independence for residents, especially those with economic limitations who potentially cannot access education without government intervention; (b) It is urgent to replicate good practices as part of community economic empowerment models, such as those implemented by several pesantrens in West Nusa Tenggara, or even those with smaller-scale impacts like the initiatives of Pesantren NW Al-Rahman in Gunung Sari.

These recommendations emphasize the potential of pesantren as key institutions in driving community economic development. By leveraging their established position within communities and their demonstrated capacity for implementing successful empowerment models, pesantren can play a significant role in addressing economic disparities and enhancing educational access. The replication of successful models, adapted to local contexts, could lead to more widespread positive impacts on community economic development across different regions.

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