

Management of Entrepreneurship Soft Skill Training for Santri Pondok Pesantren Fadhlul Fadhlun Mijen Semarang

Amalia Zakiyah¹, Lukmanul Hakim², Ariana Suryorinni³

^{1,2}State Islamic University of Walisongo Semarang

¹elhakim@walisongo.ac.id

Article History:

Received: 03 May 2022 || Accepted: 10 May 2022 || Published: 30 June 2022

Abstract

Today's disruptive era and the Industrial Revolution show that the world has experienced an economic boom. However, there is also more and more unemployment and an increasing poverty rate due to the lack of ability to keep up with the changes of the times, especially in keeping up with the rapid pace of the technological age. Therefore, the future younger generation must be able to master self-management, balance their religion and life skills, and have soft skills that can compete so as not to be easily shaken and swayed by the onslaught of the times. Thus, it requires a generation of solid faith and strong intellect in critical thinking and problem solving with creative and innovative abilities that must not be left behind. A place forging the ability to master religion but still be able to keep up with the times, one of which can be obtained through Pondok Pesantren (Islamic Boarding School) Education. Pondok Pesantren (Islamic Boarding School) is the right place for Islam generations. It is the oldest place of education and can adjust to the times without changing its original characteristics. This research was descriptive qualitative. This research used data collection techniques in the form of observation, interviews, and documentation. Checking the validity of the data is carried out through observation and triangulation of data. Meanwhile, data analysis techniques are carried out in several stages starting from data reduction, data presentation, and conclusion. The results of this study showed the existence of management training by emphasizing the elements of good training management, the application of knowledge, and the benefits of entrepreneurship da'wah for students applied at the Pondok Pesantren Fadhlul Fadhlun Mijen in Semarang.

Keyword: Management, Entrepreneurship, Da'wah, Santri and Islamic Boarding Schools

Abstrak

Era disruptif dan Revolusi Industri sekarang ini bias dikatakan bahwa dunia telah mengalami perlonjakan ekonomi. Akan tetapi seiring dengan itu, semakin banyak pula pengangguran, dan juga semakin naik pula angka kemiskinan yang disebabkan kurangnya kemampuan untuk mengimbangi perubahan masa terutama dalam mengikuti pesatnya zaman teknologi. Oleh sebab itu generasi muda ke depan harus mampu menguasai *self management* dan bisa mengimbangi keahliannya baik dari sisi agama maupun kecakapan hidup di dunia serta memiliki *soft skill* yang tidak kalah saing agar tidak mudah terguncang dan terombang-ambing oleh gempuran zaman. Dengan demikian diperlukan generasi yang kuat iman, dan kuat akal dalam berpikir kritis dan pemecahan masalah apapun itu dengan kemampuan kreatif dan inovatif yang tidak boleh tertinggal. Tempat penempatan kemampuan untuk menguasai bidang agama namun tetap bias mengikuti perkembangan zaman, salah satunya bias didapatkan melalui Pendidikan Pondok Pesantren. Pondok pesantren adalah tempat yang pas bagi generasi Islam. Pondok pesantren merupakan tempat pendidikan tertua dan bisa menyesuaikan perkembangan zaman tanpa merubah karakteristik aslinya. Jenis penelitian ini merupakan deskriptif kualitatif. Adapun metode penelitian ini menggunakan teknik pengumpulan data berupa observasi, wawancara, dan dokumentasi. Pemeriksaan dan pengecekan keabsahan data dilakukan melalui pengamatan dan triangulasi data, sedangkan teknik analisis data dilakukan dengan beberapa tahap

dimulai dari reduksi data, penyajian data, dan kesimpulan. Hasil penelitian ini menunjukkan adanya pelatihan manajemen dengan menekankan unsur-unsur manajemen pelatihan yang baik dan penerapan ilmu serta manfaat dakwah kewirausahaan bagi *santri* yang diterapkan di Pondok Pesantren Fadhlul Fadhlun Mijen Semarang.

Kata kunci: Manajemen, Kewirausahaan, Dakwah, *Santri* dan Pondok Pesantren

Introduction

From 2020-2035, Indonesia has been experiencing a demographic bonus, which is that 64% of the total population of Indonesia is in the productive age. Hence, more young Indonesians have the potential to drive the Indonesian economy. It must be balanced with a good quality workforce. *Pesantren* (Islamic boarding school) is a good medium to create a competent Muslim generation. It is because *pesantren* is still a pillar of Islamic education through its roles in every era (Hakim et al., 2007).

In *pondok pesantren*, management is needed to coordinate an activity, individually or in groups, so it runs well. Especially in today's era, in the face of a destructive era, we need a learning that requires theoretical and practical skills in adapting to the changes that occur. Adapting to changes requires the continuity of the text and context to solve the problems that are needed for oneself and the community. Management in *pondok pesantren* needs action in managing the institution and utilizing the talents of students and existing resources to achieve the desired goals and results through the elements, functions, principles, and forms of management that must be met.

One way to improve practical skills is through training. Training is an attempt to improve one's skills and abilities through learning and training and how to change behavior or attitudes to achieve organizational or company goals (Thoha, 1991). This management topic has to be applied in all aspects. However, in this article, the authors only focus on studying the development of training management in entrepreneurship for students in the form of soft skills in a *pondok pesantren*. Soft skills are essential to face life challenges to work professionally and form attitude development, time management, leadership, independence, and much more to achieve success.

Kewirausahaan (entrepreneurship) is a combination of the words *Wira* (mighty, strong, and brave) and *Usaha* (business); thus, it can be interpreted that the meaning of entrepreneurship is someone who is brave in doing business (Arman Hakim et al., 2007).

Santri(s) are expected in the future to be independent and able to manage and meet their needs through skills and innovative ideas in their work because they

have been trained in *pondok pesantrens* through various training and guidance in the field of entrepreneurial autonomy training. *Pondok pesantrens* educate students in all specific fields that not only focus on the religious side but also train students with various life skills from a young age. It is intended so that the students can handle current world affairs and life in the future, both for themselves and their community.

Pondok pesantrens/Pesantrens (Islamic boarding schools), which generally only focus on religious knowledge without being accompanied by entrepreneurial life skills, will mostly give birth to *pesantren* graduates who are confused in facing the increasingly developing and competitive world of work today. Based on the hadith narrated by ad Dailamy and Ibn Asakir state, "From Anas bin Malik, he said, Rasulullah SAW. He said: Is not the best among you the one who leaves the interests of this world to pursue the Hereafter or leaves the Hereafter to pursue the world so that he can combine the two. Indeed, the life of this world leads you to the life of the Hereafter. Don't be a burden to others." (H.R Ad Dailamy and Ibn Asakir). This hadith purpose is to illustrate that a person needs to live a balance life in this world and the Hereafter.

Thus, the provision of entrepreneurial skills for students is necessary to give birth to students who have a strong religious foundation (rich in knowledge and heart) and students who can meet their worldly needs. *Santripreneur* training is very important and needed to build the students' entrepreneurial spirit and cultivate strong religious and spiritual beliefs. All of this is to change the mindset of students that they have the right to be successful and are expected to be able to present solutions to problems in an increasingly diverse society. Hence, *pondok pesantren* graduates are expected to be intellectually intelligent, have good morals, a leadership spirit, and entrepreneurial skills. It requires many *pesantrens* that can empower their students in entrepreneurship, such as the management of entrepreneurship soft skills training for students which is applied at *Pondok Pesantren Fadhlul Fadhlun* in Semarang.

Based on this background, the author is interested in conducting a research entitled "Management of Entrepreneurship Soft Skill Training for Santri at the *Pondok Pesantren Fadhlul Fadhlun Mijen*, Semarang (Da'wah Perspective)".

Literature Review

Some of the related research works that the author got include: First, it was research written by Farid Muhtadi in 2019, Department of Da'wah Management,

Faculty of Da'wah and Communication, State Islamic Institute of Purwokerto entitled "Management of Student Entrepreneurship Training at *Pondok Pesantren Nurul Hidayah*, Bandung Village, Kebumen District, Kebumen Regency". This research was about Santri Entrepreneurship Training Management. It was descriptive qualitative. Muhtadi's (2019) study had a similar topic to the author's research. It was about the management of student training in a *pondok pesantren*. However, the study locations are different. Muhtadi's research was at *Pondok Pesantren Nurul Hidayah* in Bandung Village, Kebumen, while the author's research location was at *Pondok Pesantren Fadhlul Fadhlul Mijen* in Semarang (Muhtadi, 2019).

The second research was written by Zuhri Ahmad in 2020, Department of Da'wah Management, State Islamic Institute of Syekh Nurjati Cirebon, entitled "Management of Da'wah Training for *Santri Pondok Pesantren Ar-Raudlatul Hasanah Medan*". This study described the management of santri da'wah training and used a qualitative approach. This study had a similarity to the author's research as it used a topic regarding training management. The difference was that Ahmad's research focused more on the management of da'wah training, while the author's research focused more on the management of entrepreneurial soft skills training (Ahmad, 2020).

The third research was written by Dhian Marita S. Sarwadi in 2020 entitled "Management of Islamic Boarding School Entrepreneurship Soft Skills (Case Study of *Pondok Pesantren PERWIRA ABA Klaten*, Central Java)". This research examined the soft skill entrepreneurship management of santri in a *pondok pesantren*. This research was descriptive qualitative (Sarwadi & Sari, 2020). It had a similarity to the author's research as it used a topic about the management of student entrepreneurship soft skills in a *pondok pesantren*. However, the study locations were different. Sarwadi's research was at *Pondok Pesantren PERWIRA ABA Klaten*, Central Java, while the author's research location was at *Pondok Pesantren Fadhlul Fadhlul Mijen*, Semarang.

The fourth research was written by Mohamad Sarifudin in 2018 entitled "Entrepreneurship-based da'wah at Entrepreneur *Pondok Pesantren Tegalrejo Magelang*" (Sarifudin, 2018). This research examined da'wah in entrepreneurship for students in the *pondok Ppesantren*. This research was descriptive qualitative. This study had a similarity to the author's research as it used the topic of entrepreneurship-based da'wah for students in a *Pondok Pesantren* which referred to the perspective of da'wah in entrepreneurship. However, the study locations were

different. Sarifudin's research was at Entrepreneur *Pondok Pesantren Tegalrejo*, Magelang, while the author's research location was at the *Pondok Pesantren Fadhlul Fadhlul Mijen*, Semarang.

The fifth study was written by ZK Latifah and VA Rahmayanti in 2017 entitled " *Pesantren Entrepreneurship Management in Growing Entrepreneurial Spirit*" (ZK & VA, 2017). This research is about the entrepreneurship management of *santri* in a *pesantren*. This research was descriptive qualitative. The similarity between this study and the author's research was that they were both about the entrepreneurial management of students in a *pesantren*. However, the locations of the study were different. ZK Latifah and VA Rahmayanti's research was conducted at *Pondok Pesantren Darul Fallah Bogor*, while the author's research location was at *Pondok Pesantren Fadhlul Fadhlul Mijen*, Semarang.

Research Method

This research was a type of descriptive qualitative research that aimed to describe the facts based on the data obtained about how the management of soft skills training in student entrepreneurship is carried out at *Pondok Pesantren Fadhlul Fadhlul Mijen* in Semarang. The data collection technique carried out by the author was through observation, interviews, and documentation (Sugiyono, 2018). Some of these methods were used to obtain information and data on the implementation of entrepreneurship at *Pondok Pesantren Fadhlul Fadhlul Mijen* in Semarang.

Result and Discussion

The types of empowerment training carried out can be seen in Table 1, containing several training activities. Based on the description above, it can be concluded that this study resulted in three objectives, namely:

1. The entrepreneurship training program in training students' soft skills at *Pondok Pesantren Fadhlul Fadhlul Mijen* in Semarang, which has three stages, including:
 - a. Field observation; at this stage, the students must see and record knowledge and essential information at the location, be it a training place, market, or other places so that students observe directly in the field.
 - b. Mentoring; the students' experience while in the field can be consulted directly by the business owner, or *Pondok Pesantren Fadhlul Fadhlul Mijen* can invite people who are competent in their fields to hold free training for students at the *pesantren*.

- c. Workshop; at this stage, the students begin to pioneer and practice the knowledge they have learned to start the business implementation. Administrators and mentors guide the students in formulating their business. The main purpose of this process is not just a simulation. The students are expected to be able to become entrepreneurs after returning from the *pesantren*. Interesting materials and practices from mentors and business owners at *pesantren* can add insight and interest. It can also further develop the skills of the students.

Table 1. Types of Entrepreneurship Training

No.	Training Activities	Program
1.	Catfish cultivation	This training is in collaboration with the National Amil Zakat Agency and the Semarang Environment Service through an education and training program. The cultivation process regarding catfish seeding and farming are: choosing the type of catfish, paying attention to the conditions of life for catfish, making catfish ponds, choosing quality seeds, preparing before sowing seeds in the pond, how to sow seeds, feeding catfish, catfish rearing, catfish harvest.
2.	Maggot cultivation	Maggot cultivation has been carried out in <i>pesantren</i> for a long period. The stages of maggot livestock cultivation are: making special cages, media for hatching eggs, how to attract flies, how to process maggot food from organic waste, and finally harvesting maggot. Then maggot is used to feed livestock, fish, etc. This training is in collaboration with the National Amil Zakat Agency and the Semarang Environment Service through an education and training program.
3.	Buying and Selling Date Palm Seeds	This training is in collaboration with date palms entrepreneurs in Semarang. Learning about planting seeds and taking care of date palms which are suitable for growing in Indonesia. The cultivation program is: how to select tropical date palm seedlings that can grow in Indonesia, preparation of date seeds,

No.	Training Activities	Program
		seeding date palm seeds, transferring date palm planting media, and different routine maintenance for each age of 1-6 and 7-12 months, the fertilization stage, and the stage of date harvest.
4.	Sabiela Fashion	This training is carried out with the owner of Muslim clothing. <i>Santri</i> are trained to conduct research on fashion products and market research. Then identify the target market, see business competitors, business plans, capital budget preparation, and product marketing to attract consumers to buy.
5.	Adam Mart	Learning through observing the daily needs of students and the community through market research, both supermarkets and traditional markets, to find out the buying and selling of the marketing system.
6.	Al Hidayah Mineral Water	Al-Hidayah mineral water is the prayers mineral water of students from <i>pesantren</i> . The training program for students is in the form of how to fill and pack hygienic water for drinking and daily prayer water for students in <i>pesantren</i> which are expected to be able to benefit all.
7.	Telang Flower Business, Rosella, Binahong (herbal plants)	There is a herbal plant training. The program produces herbal drinks, puddings, rossella-type candies, telang, etc. Here are the process of cultivating herbal plant: the seeds are dried, then sown, when they have grown, they are put into polybags. Then when they have grown, they are placed in a special place for plants. Also, they learn the method of harvesting and processing the harvested plants.

2. The entrepreneurship training management in training students' soft skills at *Pondok Pesantren Fadhlul Fadhlan Mijen* in Semarang.

The elements of training management which are used to facilitate the achievement of a business are:

- a. *Man (Santri)*. Human resources in *pesantren* are the driving force and carry out the process to achieve goals while those who become human in this element are the officers and students who are engaged in this entrepreneurship training field. There are around 500 students at *Pondok Pesantren Fadhlul Fadhlun* in 2021 who can attend all types of entrepreneurship training. Business officers are around 15 male students and 25 female students who are in charge of every business established in the *pesantren*.
- b. *Money*. The business money at *Pondok Pesantren Fadhlul Fadhlun* comes from the financial management results and the initial business built at the *pesantren*, such as the canteen, Adam Mart, etc. Businesses in the *pesantren* are divided into three books: turnover records, profit balances, and savings.
- c. *Materials*. Business materials are according to needs, such as fish food, date seeds, binahong seeds, rosella seeds, telang seeds, organic waste for maggot feed, snacks, soap, cloth, hijab, clothing, etc. Everything is for students and the community, one of which is date palms, Al-Hidayah drinks, etc.
- d. *Machines*. The machine tools used by *Fadhlul Fadhlun's* students are still manual. They still use local materials directly from the students' hands, such as show cash, mini pumps, freezers, pressure sprayers (fertilizer sprayers), maggot machines, ultraviolet sterilizers (aqualux water purifiers), manual sealing machines for plastic cups, laptop, refrigerator, cctv, stove, etc.
- e. *Market* (students' target, the surrounding community, and buying and selling online). Students usually do marketing through social media, such as:
 - 1) *Pondok Pesantren Fadhlul Fadhlun* Facebook
<https://www.facebook.com/pesantrenfadhlul.fadhlun.9>,
 - 2) *Pondok Pesantren Fadhlul Fadhlun* Instagram
https://instagram.com/fadhlulfadhlun.graphy?utm_medium=copy_link
 - 3) Saebila Fashion
https://instagram.com/sabiela.fashion?utm_medium=copy_link,
<https://linktr.ee/SabielaFashion>
 - 4) Adam Mart
https://instagram.com/fadhlulfadhlun.store?utm_medium=copy_link
 - 5) Garden PFFF
https://instagram.com/garden.pfff?utm_medium=copy_link

- f. *Methods*. The way that *pesantren* does so that consumers are interested in buying is by selling the types of goods that people rarely buy, such as a type of date palm that can live in Indonesia and sells the needs of students and the community, such as Adam Mart, and also provides gasoline in addition to daily needs. The method used by Adam Mart as one of the businesses at *Pondok Pesantren Fadhlul Fadhlul* is by collaborating with trusted sales distributors. For the dates, catfish, and maggot business, they use methods from the Semarang government and the methods during training from business owners who have advanced their businesses. Here is the YouTube channel during the training. The students came to the palm gardens and learned to take care of dates directly from date cultivators: <https://youtu.be/wYZDOeG4MSc>.
 - g. *Information*. The source of business information is the leader of the *Fadhlul Fadhlul Islamic Boarding School*, KH. Dr. Fadhlolan Musyaffa' Lc., MA., such as determining the business type and management/governance in every business carried out. In addition, information is also obtained during training from the Semarang government, such as National Amil Zakat Agency, Semarang Environment Service, also from the stakeholder with the owner of the *Limbangan date palm plantation*, Mr. Fachron, and several sales distributors for Adam Mart, such as salespersons of Unilever, Indomarco, Wings (Food, Cares), Kao, Dua Kelinci, Cimory, Nabati, Cola, Ultramilk, and Mayora. update information in carrying out development is very important (Hakim, 2021).
3. The da'wah benefits in entrepreneurship at *Pondok Pesantren Fadhlul Fadhlul Mijen* in Semarang.
 - a. For students:
 - 1) Adding entrepreneurial insight for students. From the results of interviews with students, it is stated that entrepreneurial soft skills training greatly increases knowledge and mentality in entrepreneurship. *Pondok Pesantren Fadhlul Fadhlul* organizes various training and observations as well as various business activities, such as training conducted by the students in the *Limbangan date palm plantation* of Mr. Fachron as stakeholders in the date palm business in Indonesia.
 - 2) Growing the students' interest to build an entrepreneurial spirit. It is proven that after the entrepreneurship training, the students revealed that they were very impressed and interested in entrepreneurship. The

students were also happy and enthusiastic every time there was training carried out at the *Pesantren*. One of the students, Aurelia, stated that she wanted to be able to make an immense contribution in the future to the community around her house.

- 3) Growing the students' skills and talents in entrepreneurship. One of them is the spice flower business, which is turned into candy, pudding, snacks, ice cream, and all drinks sold to the public. The students of *Pondok Pesantren Fadhlul Fadhlul* conducted the Regular Real Work Lecture from Home (KKN-RDR) due to the Covid-19 Pandemic. They implemented Community Service Programs at *Pondok Pesantren Fadhlul Fadhlul* and had a brilliant idea to plant various flowers and herbal plants as part of the activities program. The activities held were a bazaar for the community with various processed products from flowers and herbal plants in the form of rosella and telang tea, rosella and telang ice, eggplant pudding, rosella candy, etc. Everything was sold at a price of Rp. 5000,- for each product. Affordable prices and attractive products caused the students' creative efforts to sell out.

b. For *pondok pesantren* (Islamic boarding school):

- 1) The development of *pondok pesantren* business in the economic field. It can be seen from the increasing business variety owned by *Pondok Pesantren Fadhlul Fadhlul* which not many other *pondok pesantren* have, such as buying and selling date palm seeds, magot, herbal flowers, Sabiela Fashion, Adam Mart, mushrooms, catfish cultivation, Al-Hidayah mineral water, etc.
- 2) Increasing the graduates' quality and skills. Through this da'wah entrepreneurship, the graduates of the santri are increasingly qualified not only in the field of religion but also in entrepreneurship; students who are still in the process of studying and those who have finished studying and have left. There are several alumni of *Pondok Pesantren Fadhlul Fadhlul* who have tried to start a business with their creativity and innovation after receiving all kinds of motivation and entrepreneurship skills training from the school. Among them is Intan, who started a business from her home in Pemalang by selling various types of fashion needs such as bags and clothes online. There is also Zidan who has partnered with Lagurda's sarong product as a stakeholder to become a batik sarong entrepreneur in Semarang. Furthermore, Agus, one of the students from Kendal, also

dared to start a business in a small food sector after receiving various entrepreneurship training at *Pondok Pesantren Fadhlul Fadhlun*.

- 3) Helping the economy in *pondok pesantren*. Although *Pondok Pesantren Fadhlul Fadhlun* was only established in 2018, its growth and development are quite rapid. It can be seen that in 2021, this *pesantren* has already had two story women's buildings, one men's building, a yard, a mosque, and a large area of land as a medium for various types of business activities, such as maggot land, shops, canteens, Adam Mart, poultry and catfish farms, mini zoo, dates, various herbal flower plants, etc. Thus, it is proven that the existence of this entrepreneurial activity greatly helps the economic development of *Pondok Pesantren Fadhlul Fadhlun*.

c. For society:

Among the benefits of da'wah activities in the field of entrepreneurship is reducing unemployment in the community. Not a few *santri*, who have completed their education in *pondok pesantren* and returned to their homes or villages, have succeeded in developing entrepreneurship and helping the community in economic development. For example, Agus, armed with his knowledge and experience, received various kinds of training while at *Pondok Pesantren Fadhlul Fadhlun*. He is now at home. Besides being a Qur'an teacher, he is also starting a snack business. There are also several *santri* alumni who have started a business in the fashion sector. One of them is Alfain Zidan who is a sarong entrepreneur in Semarang. He has partnered with Lagurda's sarong product as a stakeholder.

Conclusion

The entrepreneurship soft skill training management program for *santri* at *Pondok Pesantren Fadhlul Fadhlun Mijen Semarang* is very numerous and of various types, such as cultivation of dates, catfish and poultry livestock, maggot, Adam Mart, Sabiela Fashion, Al Barokah Mineral Water, herbal flowers, etc. *Santri* start to be interested and motivated by this training to build a business with the aim of becoming successful people and beneficial for religion and society in order to help the country in alleviating poverty.

Entrepreneurship soft skill training for *santri* at *Pondok Pesantren Fadhlul Fadhlun Mijen* in Semarang emphasizes the management elements in entrepreneurial management training activities. In addition, the training carried out by students continues to apply Islamic values such as morals and trade ethics,

independence, skills, mutual assistance, openness, honesty, usefulness, professionalism, and democracy. It creates an atmosphere of harmony which gradually forms the students' soft skills.

As for the benefits of da'wah in entrepreneurship at *Pondok Pesantren Fadhlu Fadhlan Mijen* in Semarang, it is hoped that the students can balance the goodness of life in this world and Hereafter. Santri are educated to be successful for themselves, beneficial for their religion, society, and nation so that they are able to build the people's economy and can alleviate poverty in Indonesia. The hope of the leader of *Pondok Pesantren Fadhlu Fadhlan* for the students is that they can become rich in knowledge, rich in wealth and rich in heart. Santri must be a role model for anyone, especially millennial students today must be ready to face the changing times that are increasingly developing and competitive in all fields, including the economic field. *Santri* are the next Muslim figure in spreading benefits for the people as a field of da'wah.

References

- Ahmad, D. Z. 2020. *Manajemen Pelatihan Dakwah Santri Pesantren Ar-Raudlatul Hasanah Medan*. UIN Sumatra Utara.
- Arman Hakim, N., Bustanul, A., & Mokh., S. 2007. *Entrepreneurship Membangun Spirit Teknopreneurship*. Yogyakarta: ANDI.
- Farid, M. 2019. *Manajemen Pelatihan Entrepreneurship Santri Di Pondok Pesantren Nurul Hidayah Desa Bandung Kecamatan Kebumen Kabupaten Kebumen*. IAIN Purwokerto.
- Hakim, L. (2021). Digitalisasi Wisata Halal Melalui Aplikasi Smartphone Dimasa Pandemi Covid-19. *Journal Of Islamic Management*, 1(2), 136-147.
- Prihatiningtyas, S., Solihati, S., & Hakim, L. (2021). Da'wah Patterns in Developing Religious Harmony in Semarang City. *Ilmu Dakwah: Academic Journal for Homiletic Studies*, 15(2), 365-386.
- Sarifudin, M. 2018. *Dakwah Berbasis Kewirausahaan Di Pondok Pesantren Entrepreneur Tegalrejo Magelang*. UIN Walisongo Semarang.
- Sarwadi, & Sari, D. M. 2020. "Manajemen Soft Skill Entrepreneurship Pesantren (Studi Kasus Pesantren Perwira Aba Klaten, Jawa Tengah)". *At-turots: Jurnal Pendidikan Islam*, 1.
- Sugiyono. 2018. *Sugiyono Metode Penelitian Kuantitatif Kualitatif*.
- Thoha, H. 1991. *Kapita Selekta Pendidikan Islam*. Yogyakarta: Pustaka Pelajar.
- ZK, L., & VA, R. 2017. "Manajemen Kewirausahaan Pesantren Dalam Menumbuhkan Jiwa Entrepreneur Entrepreneurial". *Jurnal Tadbir Muwahhid*1(1).