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Pesantren-Based Economic Empowerment (Case Study of Saifullah An Nahdiyah Pesantren Deli Serdang)

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ABSTRACT

Islamic boarding schools have the potential to develop economic independence. To support pesantren-based economic empowerment, a community service was held using the Community Based Research (CBR) method which was carried out at Saifullah An Nahdiyah Namorambe Deli Serdang Islamic boarding school. There are several strategies that can be implemented to realize pesantren-based economic empowerment, namely the Circulation Strategy, Supply-Chain and Economic Integration, Joint Stakeholder Economic Empowerment, Collaboration with Surrounding Communities, Empowerment of Zakat, Infaq, Sadaqah and Waqf Funds. The results of the service show that this activity provides positive value for pesantren managers with a high level of enthusiasm.

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1. INTRODUCTION

Islamic boarding schools have an important role as a place to develop religious education for the Indonesian Muslim community. Pesantren have a very large share as a sub-system of education and socio-cultural development. Based on data from the Directorate of Early Education and Islamic Boarding Schools of the Ministry of Religious Affairs, until the second semester of 2023 there were 39,167 Islamic boarding schools, with a total of 4.85 million students. North Sumatra has 252 Islamic boarding schools with around 70,000 students. (Kominfo, 2023).

Based on the data on the large number of pesantren accompanied by the number of students and parents, pesantren have the potential to develop the people's economy. (Utama, 2020) Pesantren are an extraordinary force to change the face of the economy of the people and the nation. However, this great potential has not been fully realized by pesantren. (Widyastuti et al., 2020) Generally, pesantren have not developed economic independence. Pesantren have not developed the competencies that

pesantren should take. The boarding school economy has not been widely supported by the role of business units run by boarding school cooperatives.

The activities of boarding schools are mostly supported by ZISWAF funds, donations of santri education and government assistance. Pesantren can create its own socio-economic system because pesantren is an institution where pesantren managers, teachers, students and also stakeholders live in the institution all the time. This makes it easier for pesantren to create an independent and independent socio-economic system. Based on the literature study, it was found that the themes of economic empowerment include local wisdom-based economic empowerment, (Harahap, 2024) creative economy-based economic empowerment, (AR Chaerudin et al., 2020) mosque-based economic empowerment, (Ruslan, 2012) pesantren-based economic empowerment. (Fauroni, 2016) This attracts the author's attention to further research on pesantren-based economic empowerment. Based on literature studies, articles using the title "pesantren-based economic empowerment" in the Publish Or Perish application using google scholar search, it was found that there were 18 articles that discussed pesantren-based economic empowerment from 2020 to 2024. Furthermore, articles using the title "economic empowerment of pesantren" were found in 11 articles. One of the pesantren in North Sumatra is Saifullah An Nahdiyah pesantren, located in Batugemuk Village, Namorambe Subdistrict, Deli Serdang Regency. This pesantren has 121 students. Saifullah An Nahdiyah Islamic Boarding School was established in 1996. Currently Pesantren Saifullah An Nahdiyah is led by KH. Amir Panatagama, S.Pd.I.

Based on literature studies, no articles have been found that discuss economic empowerment at Pesantren Saifullah An Nahdiyah, so it is interesting for the author to discuss economic empowerment at Pesantren Saifullah An Nahdiyah. Pesantren Saifullah An Nahdiyah has an independent business, namely nurseries and fish ponds managed by teachers and boarding school students. This business still needs guidance and counseling so that it can develop.

Based on this problem, it is deemed necessary to carry out Community Based Research (CBR) based guidance and counseling by involving the leaders, teachers and students of the boarding school.

2. METHOD

The service carried out is based on Community Based Research (CBR) in pesantren. The method used in this service is descriptive analysis. This community service is planned to be carried out at Saifullah An Nahdiyah Islamic Boarding School.

The stages of the activity carried out include preparing for the implementation of activities including surveys, conducting community service with pesantren managers and students, evaluating and analyzing discussions on the results of training, the stage of making reports.

3. RESULTS AND DISCUSSION

Saifullah An Nahdiyah Islamic Boarding School is located in Batugemuk Village, Namorambe District, Deli Serdang Regency. This pesantren has the potential for pesantren-based economic development because it has independent businesses in the form of nurseries and fish ponds managed by teachers and students. However, this potential has not been well developed due to the lack of guidance and counseling.



Picture 1. Saifullah An Nahdiyah Islamic Boarding School Fish Pond Business

Based on the results of surveys and interviews with the head of the pesantren KH Amir Panatagama, several problems faced by the pesantren were found, namely the pesantren has not been able to develop economic independence because it still depends on products from outside the pesantren, pesantren activities are still supported by santri education funds and government assistance.

After conducting a survey, the next activity is community service with the aim of providing economic empowerment strategies that can be carried out by pesantren. There are several strategies that can be implemented by pesantren, including:

1. Circulation, Supply-Chain and Economic Integration Strategies
Circulate the needs of clothing, food and educational needs. Basic food needs such as rice, chili, onions and others should be supplied neatly by distributors and producers from Muslims. The needs of students and pesantren that can be produced and distributed by Muslims.
2. Economic Empowerment with Stakholder
Message economic empowerment can be done by carrying out economic movements with existing stakeholders. For santri guardians, for example, it can be done by empowering a collaborative economy. So far, the role of parents is only as suppliers of money in the form of tuition payments and others. There are so many and varied potentials and abilities of santri parents that if empowered and collaborated will be a very large force. The great potential of the parents should be circulated in the pesantren considering that all guardians are under one umbrella. The pesantren education paradigm must use a collaborative paradigm where parents/guardians are also involved in the management of the pesantren through the santri parents' forum.
3. Collaboration with the surrounding community.
Economic empowerment with the community around the pesantren. The pesantrens' economy will be more massive when they ground the teachings of Islam through economic empowerment of the surrounding community. In this context, pesantrens should not be exclusive in their towers without seeing the conditions of the surrounding community as well as seeing their economic potential. Pesantren must be inclusive of the surrounding community, one of which is mobilizing the economic sector that can be cooperated with pesantren. This effort will not only make the pesantren economically empowered but also further strengthen the mission of Islamic propagation itself.
4. Empowerment of ZISWAF Funds
Pesantren can manage zakat infaq sadaqah and waqf funds for the welfare of teachers, then to add facilities that support the learning process of the students, as well as to support independent entrepreneurship programs implemented by the students.



Picture 2. Community Service Activities for Pesantren-Based Economic Empowerment at Saifullah An Nahdiyah Islamic Boarding School

4. CONCLUSION

This community service activity aims to provide a pesantren-based economic empowerment strategy that is carried out at Saifullah An Nahdiyah Islamic Boarding School in Batugemuk Village, Namorambe District, Deli Serdang Regency. To realize pesantren-based economic empowerment, there are several strategies that can be implemented by pesantren, namely: Circulation Strategy, Supply-Chain and Economic Integration, Joint Economic Empowerment with Stakeholders, Collaboration with Surrounding Communities, Empowerment of Zakat, Infaq, Sadaqah and Waqf Funds.

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Skills Training for Cooking Contemporary Snacks Zuppa Soup for Santriwati in Islamic Boarding Schools in Deli Serdang Regency

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ABSTRACT

Community Service activities are carried out by providing training in cooking contemporary snacks which are practiced directly by the experts. This activity was carried out as an effort to increase the understanding and skills of santriwati in pesantren by utilizing the natural potential they have to improve the welfare of santri in particular and pesantren in general. This PKM activity is packaged through pesantren economic empowerment by providing training in cooking contemporary snacks in the form of zuppa soup which is not only delicious but also healthy. The implementation is carried out starting from preliminary survey activities, providing motivation, and training which involves hands-on practice sessions, interactive discussions, and providing relevant training materials and materials. The results of this training are expected to provide participants with new skills in cooking contemporary snacks and increase their understanding of culinary business management. The training on cooking contemporary snacks is one of the efforts to increase economic independence among the community, especially in the pesantren environment. Contemporary snacks have a large market potential and can be a source of additional income for individuals and groups. This research aims to provide an overview of cooking training for contemporary snacks as a form of community service, especially in the pesantren environment.

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1. INTRODUCTION

Pesantren as the oldest educational institution in Indonesia has a huge contribution that can be felt directly by the community. In general, pesantren in Indonesia have successfully played an important role in educating the younger generation with strong religious and moral values (Gumilang & Nurcholis, 2018). However, in the economic context, pesantren still face challenges in developing their independence. It is important to understand that although pesantren have great potential to

become self-reliant economic centers, there is still room to improve their economic development (Abidin, 2022). One way to improve the economic independence of pesantren is through the development of skills for their students. One form of skill that is needed is cooking, especially in cooking contemporary snacks. Contemporary snacks have their own appeal among the public, especially the younger generation, and have great market potential (Mayasari et al., 2021). By providing training in cooking contemporary snacks to santriwati, it is hoped that it can make a significant contribution to the development of their skills and potential. In addition, attention to halal and healthy cooking is also a major concern to form healthy living habits and mindsets (Septianto et al., 2020). By setting an example and providing halal and healthy snacks consistently, it can help build sustainable healthy eating habits among santriwati. Both of these will have a long-term positive impact on their lives after leaving the pesantren.

2. METHOD

This service activity is divided into three activity methods as follows:

1. Survey

Surveys are conducted in order to identify needs and select and determine:

- a. Types of contemporary snacks that are practical, halal, healthy, not too expensive but seem exclusive, namely zuppa soup which is a typical Italian dish.
- b. The location of the activity implementation which is located at the Islamic Boarding School Jl. Setia Makmur, Sunggal Village, Sunggal District Deli Serdang, North Sumatra.
- c. Practitioner partners who can be invited to work together, namely PPJI (Association of Indonesian Food Service Providers) Medan City.

2. Lectures and Discussions

The PKM team gave a lecture on the Strategic Role of Islamic Boarding Schools in Empowering the Economy and the importance of developing self-potential by equipping various skills for santriwati.

3. Demonstration or Practice

Cooking demonstrations are conducted by direct practitioners, namely chefs from the PPJI Medan City team. Practitioners not only demonstrated, but also provided knowledge about the nutritional value contained in the ingredients used, how to ensure halalness, maintain the hygiene of dishes, and provide some tips so that the resulting dishes taste delicious and look attractive. Not only that, even the calculation of how much production costs are incurred and how much the selling price is worth setting is also taught by practitioners. The team from PPJI also shared their experiences on how they tried to build a business in the culinary field. The santriwati carefully studied what ingredients were used in the process of making contemporary snacks (zuppa soup), then they were also involved in preparing ingredients, cooking, and making packaging, until the santriwati could make zuppa soup independently.

3. RESULTS AND DISCUSSION

Service Implementation Activities

1. The implementation of this service activity was preceded by a discussion to discuss the implementation of activities, division of roles, to the implementation of the training process for cooking contemporary snacks (zuppa soup) on-site technically.

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2. Conducting coordination stages with the person in charge of the santriwati in the pesantren and the PPJI team in Medan City.
3. Giving an introductory lecture that motivates the santriwati and provides knowledge about the strategic economic role of pesantren.
4. The PPJI team demonstrated and the santriwati participants enthusiastically got involved and managed to cook contemporary snacks (zuppa soup) independently and managed to make attractive packaging.



4. CONCLUSION

From the activities carried out to the community, especially the santriwati of the boarding school in Deli Serdang Regency, this is one of the efforts to equip them with life skills so that their motivation to become entrepreneurs in the culinary field grows, so that it is hoped that they will be

able to be economically independent when they leave the pesantren. The enthusiasm of the santriwati looks very high because they can interact directly with the PPJI Medan City team, who are business people who started their culinary business from the bottom, so that santriwati get the PPJI team's culinary business experience directly. Given the large potential of human resources and economic resources owned by existing pesantren, it is hoped that in the future community service activities carried out by PTKIN (State Islamic Higher Education) institutions, especially in North Sumatra, will pay attention to a larger portion.

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Challenges of Economic Empowerment on Pesantren (Especially Privately Owned Pesantren)

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ABSTRACT

Apart from being a place of study, pesantrens are centers of economic development because the intensity of interaction in Islamic boarding schools is greater than in general schools. However, it turns out that several pesantrens still need help to carry out economic development and have even stopped operating. One type of Islamic boarding school that is vulnerable is one owned by individuals. The research used a qualitative approach from a community service program. The research began with systematic literature review, further analysed using a qualitative approach at one of Medan's privately owned pesantrens. Data was collected using the 'Amid mechanism with interviews, which were then analysed using reduction techniques. Pesantrens need to pay attention to financial stability, regulatory compliance, and the preservation of Islamic values in education. Finding, that one of the causes is the low financial literacy of owners, so owners tend to separate the asset entity from the management. It is a challenge to improve the economy in pesantrens. On the other hand, pesantrens are required to be able to produce economic results either by producing products and services or collaborating with residents to improve the pesantren's economy.

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1. INTRODUCTION

Islamic Boarding School, also known as pesantren, play a crucial role in the education and development of Muslim students in Indonesia. Despite Pesantren's important role in the education and development of Muslim students in Indonesia, they face numerous challenges regarding economic empowerment (Saleh & Satriawan, 2020). One of the key challenges is financial management about the need for more access to financial resources and funding. Many pesantren need help to secure adequate funding to support their operational and educational needs, which hinders their ability to provide quality education and services to their students (Aldeia & Israpil, 2021; Wiska & Soeharto, 2020).

Additionally, managing financial resources within pesantren is often complex and requires specific expertise that may only sometimes be readily available. It can lead to financial mismanagement, inefficiencies, and a lack of transparency in financial operations, which further exacerbate the challenges faced by these institutions. Another challenge is the limited financial expertise and knowledge among pesantren leaders and administrators (Dalimunthe et al., 2020).

Furthermore, pesantren often operate in remote or economically disadvantaged areas, which can limit their access to potential donors, investors, and financial support. This geographical isolation can result in limited economic opportunities and resources for the pesantren, making it difficult for them to thrive and provide a conducive learning environment for their students (Badrudin & Lestari, 2019; Wagithunu, 2014).

In light of these challenges, addressing the financial management issues within Indonesian Pesantren is crucial for ensuring these institutions' sustainable development and empowerment. By addressing these challenges, pesantren can more effectively fulfil their role in the education and development of Muslim students, contribute to the community's overall growth, and foster a more prosperous future for Indonesia as a whole (Casmito et al., 2020; Hatta, 2022; Radjak & Hiola, 2020).

However, in 2021, the winning data shows that Pesantren have at least a large economic potential. According to the Ministry of Religion statistics, the largest number of Pesantren have economic potential in cooperatives, SMEs and Sharia economics, namely 1,845 Pesantren. Furthermore, as many as 1,479 Pesantren have potential in the agribusiness sector.

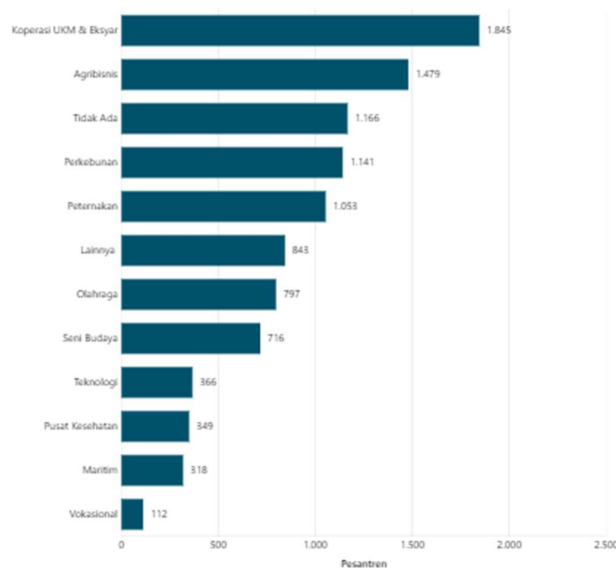


Figure 1 Economic Potential in Pesantren

Source: Kementerian Agama RI (2021) (Rizaty, 2021)

Regarding ownership, 2 types of Pesantrens are common in Indonesia: waqf-based Pesantrens and private ownership. In terms of governance, waqf-based Pesantrens are generally managed by foundations or waqf amil institutions, which are responsible for maintaining and using waqf assets per sharia provisions and the objectives of the wakif (endowment giver). Meanwhile, privately owned Pesantrens are usually managed by the owner or party responsible for establishing the

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Pesantren. Individuals or an appointed management board can carry out management (Wati et al., 2022).

Funding for waqf-based Pesantrens comes from donated waqf assets. So, Pesantrens' sustainability depends on managing waqf assets and the potential for additional waqf donations. Meanwhile, funding sources for privately owned Pesantrens can come from various sources, including donations, personal funds, or income from Pesantren activities. The owner will fully control the assets in privately owned Pesantrens, so they will need help to carry out economic development related to using Pesantren assets, such as building Koperasi.

Pesantren economic empowerment includes efforts to increase the community's economic independence, which often consists of santri (Pesantren students) and the surrounding community. This empowerment is carried out by developing the economic potential of Pesantrens, including human resources, assets and local economic initiatives. Several ways can be used to empower Pesantrens. Still, a good strategy can be implemented if you know what problems and challenges limit the development of Pesantrens' economic empowerment, especially privately owned ones.

Literature Review

Islamic boarding schools, also known as pesantrens, have been an integral part of the Indonesian education system for centuries. The literature study revealed several key findings about these schools, shedding light on their unique features and impact on students, highlighting their holistic approach to education, role in cultural preservation, and impact on community development (Abdul et al., 2023; Saleh & Satriawan, 2020).

One significant finding is the holistic approach to education in pesantrens. The literature emphasizes that these schools not only provide academic education but also focus on spiritual and character development. The strong emphasis on Islamic teachings and values creates a unique learning environment that shapes the students' holistic development (Ahsanuddin, 2023; Firman & Anam, 2021).

Furthermore, the literature study highlighted the role of pesantrens in preserving cultural and religious heritage. These schools serve as important centers for the transmission of Islamic knowledge, traditions, and practices from one generation to the next. This aspect of cultural preservation is particularly significant in the context of Indonesia's diverse society (Aziz et al., 2021; Sulistiyani et al., 2019).

Moreover, the literature revealed the positive impact of pesantrens on community development. Many pesantrens are deeply rooted in their local communities and play a vital role in providing social services and fostering community cohesion. The students often engage in community outreach programs, enhancing their sense of social responsibility and civic engagement (Afista & Abu Bakar, 2021; Machmud, 2020).

(Marliyah et al., 2024)

Economic Empowerment in Pesantren

Research into economic empowerment in communities especially in pesantren has revealed a complex array of factors that contribute to successful initiatives in this area. In addition to traditional economic measures like income and job creation, studies have pointed to the importance of social capital, access to education and skills training, and the presence of supportive policies and institutions. Moreover, it is essential to consider the role of gender dynamics within communities and

how they impact economic empowerment efforts. Understanding these interconnected elements is crucial for designing effective programs to promote economic empowerment in communities. The concept of economic empowerment in communities goes beyond just increasing income and employment opportunities. Social capital, which encompasses the networks and relationships within a community, plays a significant role in determining the success of economic initiatives. These networks can provide valuable support, knowledge sharing, and access to resources that are essential for economic growth at the community level (Bebbington & Perreault, 1999; Bowen, 2009; Zhou & Kaplanidou, 2018).

Access to education and skills training is another vital aspect of economic empowerment. It not only enhances individuals' capacity to secure better jobs but also contributes to overall community development. By investing in education and skill development, communities can create a more skilled and adaptable workforce, which is crucial for sustainable economic progress (Chawa et al., 2017).

Furthermore, the presence of supportive policies and institutions is crucial for fostering economic empowerment. These policies can range from financial incentives for businesses to regulations that protect workers' rights and ensure fair wages. Institutions such as community development organizations or local government agencies also play a key role in providing resources and guidance for economic empowerment initiatives (Seferiadis et al., 2015).

2. METHOD

The research used a qualitative approach from a community service program. The research began with a qualitative approach and a systematic literature review (Marliyah, Dharma, et al., 2023) approach to produce essential findings about all the challenges recorded regarding economic development in communities, especially in pesantrens. The population in this model is all articles published from 2012-2023; the research sample was determined using specific criteria, and full articles related to economic development in pesantren were obtained (Marliyah et al., 2024). The findings will be further analysed using a qualitative approach at one of Medan's privately owned pesantrens. Data was collected using the 'Amid mechanism (Marliyah, Yafiz, et al., 2023) with interviews, which were then analysed using reduction techniques (Bungin, 2022).

3. RESULTS AND DISCUSSION

Privately owned pesantrens in Indonesia need help managing their institutions. These problems include financial constraints, limited resources, and the need to comply with government regulations while maintaining their unique curriculum and values. Privately owned pesantrens often need help with financial constraints due to reliance on tuition fees and donations. The financial constraints impact their ability to invest in infrastructure, educational resources, and qualified staff. Limited resources also need to be improved in providing a well-rounded education and extracurricular activities for students.

Furthermore, compliance with government regulations, while important for accreditation and recognition, can sometimes clash with the unique Islamic curriculum and values that these schools aim to uphold. This delicate balance requires careful navigation to ensure that students receive a holistic education while meeting legal requirements.

Privately owned pesantrens in Indonesia also need help in maintaining a safe and conducive learning environment for their students. In addition to financial constraints, these schools must navigate the

complexities of ensuring the safety and well-being of their students within the boarding school setting. It involves addressing issues such as student discipline, mental health support and fostering a sense of community and belonging.

Moreover, the task of providing a well-rounded education that encompasses both Islamic studies and modern academic subjects requires a dedicated and skilled faculty. Securing and retaining qualified educators who understand the balance between traditional Islamic teachings and contemporary educational needs can be a significant challenge for these institutions.

Furthermore, as the socio-political landscape in Indonesia continues to evolve, privately owned pesantrens may face external pressures that influence their operations and autonomy. This can manifest in changes to educational policies, potential shifts in public perception, and the need to adapt to societal changes while staying true to their core values and mission. In addition, the socio-political landscape in Indonesia can also present challenges for privately owned pesantrens, as they may face scrutiny or changes in policies that can impact their operations. Overall, managing a privately owned pesantren in Indonesia is a multi-faceted endeavor that requires careful attention to financial stability, regulatory compliance, and the preservation of Islamic values in education. Those challenges also as barriers to economic empowerment

The findings of the literature study on challenges of economic empowerment in Indonesian private pesantren reveal several key points:

- a. It is identified that financial constraints and limited resources are significant challenges faced by private pesantrens in Indonesia. Private pesantrens often need help with financial constraints and limited resources, which hinder their ability to provide quality education and support economic empowerment initiatives.
- b. The lack of access to modern technology and vocational training programs also poses a significant challenge for these institutions.
- c. The literature study highlights the importance of developing sustainable business models and establishing effective partnerships with government agencies and private organizations to address these challenges.
- d. It emphasizes the need for tailored financial literacy programs and entrepreneurship training to empower students and the school community to overcome economic barriers. The literature also delves into the socio-cultural factors that impact economic empowerment in private pesantrens in Indonesia. It discusses how traditional gender roles and societal expectations can limit opportunities for economic empowerment, especially for female students.
- e. The study uncovers the role of community support and collaboration in addressing economic challenges, highlighting the need for fostering strong relationships with local communities and businesses to create sustainable economic opportunities.

Another aspect brought to light is the significance of policy and regulation in shaping the economic landscape of private pesantrens. It elucidates how government policies and regulations can either facilitate or impede economic empowerment initiatives within these institutions, shedding light on the complex interplay between the regulatory environment and economic prosperity.

Moreover, the literature study delves into the unique approaches and success stories of certain private pesantrens that have not effectively overcome economic challenges through innovative

business models, community engagement, and strategic partnerships, which actually has potential for institutions striving to enhance economic empowerment.

In addition to identifying the challenges, the literature study also highlights the resilience and determination of private pesantrens in Indonesia to address economic obstacles and create pathways to economic empowerment for their students and communities.



Figure 1 Community Service in Pesantren Daarul Istiqlal Medan

Sumber: Data Diolah (2023)

The empirical findings obtained from the study literature were then confirmed by community service at one of the privately owned pesantren in Medan, Pesantren Daarul Istiqlal Medan. The service is carried out by providing financial literacy education for managers and conducting investigations into economic development challenges, especially at the pesantren Daarul Istiqlal in Medan. There are 4 economic development alternatives offered, namely:

- a. economic management.
- b. establishment of BUMP (pesantren-owned business entity).
- c. Koperasi Pesantren.
- d. management of government aid funds.

The strategies offered to enhance economic development are:

- a. producing goods and services in pesantrens by the academic community.
- b. distribution strategy integrated with economic improvement.
- c. collaborating with stakeholders to increase economic empowerment.
- d. collaboration with the surrounding community.
- e. management of ziswaf funds (zakat, infaq, alms, and waqf).

Based on the results of interviews with the administrators of the Pesantren Daarul Istiqlal Medan, several things are of important concern in the context of the economic development of the pesantren, including:

- a. Pesantren owners separate the asset entity from the management, making it difficult to develop business units within the pesantren, such as opening cooperatives and joint business units within the pesantren environment. Pesantren owners need to be the next object of community service. Due to indications of separation of these entities, there may be a lack of economic literacy; it is necessary to provide an understanding that management and students in pesantrens, if they are included in building the pesantren economy, will result in economic

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improvements for the pesantren. It is proven in pesantrens, where the main source of funds is waqf.

- b. The main mistake of pesantren owners is that regulatory literacy still needs to be improved. According to regulations, pesantrens should be in the form of foundations, so they should already understand the consequences of forming a foundation that separates their personal property into a general entity.
- c. Concrete steps are needed to develop superior products or services for pesantrens. pesantrens generally have adopted entrepreneurship subjects in learning and have good resilience in owning a business. However, the participation of other parties is needed to find products or services that are needed and have the potential to be developed, with the initial target consumers being the pesantren's academic community. One example of a product that can be developed is soap making. Capital needs and financial literacy must be trained well to support this process.
- d. Openness with the community around the pesantren is also important for pesantrens, especially in the context of economic development. The community can become reliable investors and consumers. It is a challenge and potential for pesantrens.

4. CONCLUSION

Apart from being a place of study, Islamic boarding schools are centers of economic development because the intensity of interaction in Islamic boarding schools is greater than in general schools. This potential was published by the Indonesian Ministry of Religion in 2021. Even though it has potential, it turns out that several Islamic boarding schools still need help to carry out economic development and have even stopped operating. One type of Islamic boarding school that is vulnerable is one owned by individuals. One of the causes is the low financial literacy of owners, so Islamic boarding school owners tend to separate the asset entity from the management. It is a challenge to improve the economy in Islamic boarding schools. On the other hand, Islamic boarding schools are required to be able to produce economic results either by producing products and services or collaborating with residents to improve the Islamic boarding school's economy.

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Economic Empowerment of Islamic Boarding Schools: Is It Possible?

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ABSTRACT

Pesantrens is the oldest educational institutions in Indonesia are developing very quickly and becoming more modern. Attention to Pesantrens is growing in the educational aspect but also in the economic sector. Pesantrens are expected to be independent and empower their potential to increase the economy of Pesantrens and society, including the Al Fauzi Fadilah Amal Foundation Tahfidz Qur'an Pesantren. This research aims to determine and analyze forms of community economic empowerment through Pesantrens. This research is qualitative research. Data of research was carried out by means of observation, interviews and documentation. Data was analyzed by means of triangulation, member check, audit partial, and expert opinion. The results of the research show that Pesantrens have carried out empowerment but have focused more on the education sector, namely by providing free learning opportunities to students who are economically disadvantaged. Meanwhile, in the economic sector, Pesantrens have not yet maximized empowerment due to several factors, namely the age of Pesantrens which are still new, the assets owned by Pesantrens are not yet optimal to finance Pesantren operations, the financing network from Bank Indonesia also cannot be accessed properly, strengthening school web applications is also still not optimal.

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1. INTRODUCTION

The development of Pesantrens cannot be separated from the development of Islamic belief in Indonesia, as the oldest educational institution in Indonesia, Pesantrens themselves have special treasures and have a significant role in the journey of the Indonesian nation and have a unique nature. there is no education forum in general (Haedari, 2007). Pesantrens are needed to be able to make a positive contribution by opening up jobs for the people so that they can help increase the income of residents in the boarding school environment. As a result, the existence of Pesantrens has a crucial role in the economic empowerment of residents (Nadzir, 2015). This can be passed by

building and empowering the potential capabilities contained. So that the community needs to be given the opportunity to determine the most suitable choice of activities for their progress and welfare. But the community also needs mature assistance in mapping their potential because basically not everyone is able to explore the potential contained in them.

According to data from the Directorate of Diniyah Education and Pesantrens of the Ministry of Religious Affairs, there are 30,494 Pesantrens spread throughout Indonesia for the 2020/2021 academic year period. According to the region, West Java contributed the largest number of Pesantrens in the country in that period. The number reached 9,310 Pesantrens or approximately 30.53% of the total Pesantrens nationally. Banten ranked 2nd using a total of 5,344 Pesantrens in the same period. East Java followed in third place using 5,121 Pesantrens (databoks.com). Then, as many as 3,927 Pesantrens are located in Central Java. In general, there are 1,286 Pesantrens and 904 Pesantrens in Aceh and Lampung. West Nusa Tenggara is recorded to have 730 Pesantrens. South Sumatra, South Sulawesi, and Yogyakarta each have 378, 342, and 337 Pesantrens. On the other hand, the province with the least number of Pesantrens in Indonesia is in West Papua. The number is only 18 Pesantrens. In the North Sumatra region itself is ranked number 15 most in Indonesia. Pesantren by empowering citizens means a concrete example, where Pesantrens can not only share knowledge about Islam, but also are institutions engaged in the socio-economic realm based on community empowerment more or less. As a result, the presence of Pesantren in the midst of the community is said to need to be a new breakthrough in the empowerment model, because residents in addition to being taught how to work hard on worldly things, are also given insight into science on religious issues.

The concept of economic empowerment was born to be the antithesis to the development model and the industrialization model that is less partial to dominant citizens (who are not holders of economic power). This concept is built from the framework of reason that the concentration of power is built into the origin of the center of strengthening the factors of production; the concentration of power of the factors of production will give birth to a society of workers and citizens of the periphery; power will produce the building of co-optation of knowledge systems, legal systems, political systems, and an ideology that will systematically form two groups of people. namely: empowered communities and people with disabilities (Priyono & Pranarka, 1996). This concept will lead to the creation of examples of economic empowerment of pesantren through production activities that involve several factors of production, in addition to kyai being leaders, students and ustadz become administrators as well as managers and even the participation of managers from among local residents as helpers to manage the struggle unit. The success of the Pesantren can be measured when the pesantren can create an independent business for the pesantren and empower the people more or less which can later prosper the people and result in the community having a higher biological level. Economic empowerment of citizens is an effort to change citizens so that as a better, as a result they can be free from poverty and backwardness. So there is a need for an increase in ability and an increase in terms of economic independence. This requires an active and creative role from the people (Bashith, 2012). This condition is interesting to be researched so that it is known the business process and economic empowerment in the Pesantren Tahfidz Quran Yayasan Al Fauzi Fadilah Amal.

LITERATURE REVIEW

Empowerment in Indonesian is a translation of the word empowerment from English. Empowerment in the Oxford English Dictionary contains 2 meanings, namely To give ability or anable to, which translates to giving ability, ability, or allowing. Another meaning is To give power of authority. In the context of development, the term empowerment has often been thrown since the enlightenment that human factors play a crucial role in development. The World Bank defines empowerment as an effort to provide opportunities and abilities to poor groups of people to be able and dare to voice or voice opinions, ideas or ideas as well as the ability and courage to choose something (concepts, methods, products, actions, and others) the best for his family and community. In other words, community empowerment is the process of improving the ability and behavior of community abilities. A way for citizens, communities, and organizations to be directed to control or rule over their lives (Merdikanto and Poerwanto, 2013).

The empowerment in question is to help clients (empowered parties) gain the power to reach out and determine the actions that will be taken about themselves, including reducing the influence of direct and social blows, then increased ability and confidence to use the power possessed, among others, through the transfer of power from the environment (Rukminto, 2002).

The essence of empowerment is how to produce People can build themselves and be able to improve their own lives. The term able here means empowered, understanding, motivated to have opportunities, seeing and taking advantage of opportunities, energized, able to relate, understanding to be another way, able to make decisions, dare to take risks, can search and catch news, and can act synchronously initiative. While empowerment according to Suharto has at least four things, namely planned and collective activities, having the lives of citizens, priorities for weak or disadvantaged groups and carried out through capacity building events (Oos Anwas, 2012).

Empowerment is an effort that must be followed by strengthening the potential by each citizen. In that order, more positive measures are also expected apart from those that shape the climate and atmosphere. This strengthening includes concrete steps and involves providing various kinds of inputs and opening access to various opportunities that will later make citizens more empowered. Empowerment includes three things, namely:

1. Development is creating an atmosphere or climate that increases the potential of developing people. Empowerment is an effort to build that potential, motivate and raise awareness of the potential possessed and strive to develop it.
2. Strengthening potential or power (empowerment), this strengthening includes concrete steps, and involves providing various kinds of inputs and opening access to various opportunities.
3. The important goal of empowerment is to self-reliant the community, enable and build the ability to advance themselves towards a better life in a sustainable manner.

Improving the quality of human resources using human resource education (HR) is an important factor that cannot be separated from a company, institution and state. Human resources are even the key to the development of a country. In essence, the origin of human resources in a country plays a role as a driving force to achieve the country's goals. Today, the origin of human resources is not only called a resource. Now human resources have been considered as capital and even an asset for a country. Understanding human resources can be divided into two, namely micro and macro. On a micro level, human resources can be defined as individuals who are members of a company or agency that is usually considered to use labor. Meanwhile, from a macro perspective, human resources can be defined as the population of a country that has entered working age (labor force), whether employed or not yet employed.

According to Sumodiningrat, empowerment is not forever, but rather the goal is for citizens to be able to become independent, then be released to be independent, even if they are far away, they will not fall again. This means empowerment through a period of learning process, until achieving independent status. (Rosmita, 2010).

Empowerment strategies have been carried out for exclusive groups, including empowerment carried out at Pesantrens, which have several roles, namely Pesantrens as centers of religious

education and Pesantrens as centers for community empowerment, Becoming centers of religious education. Pesantrens function as areas for the transmission of Islamic religious knowledge, Cultural preservation areas. , and a training area for the birth of Islamic scholars. Pesantrens are centers of community empowerment, Pesantrens function as facilitators, initiators, mediators and local institutions. Pesantrens also facilitate citizens in a process of awareness thereby enabling efforts to liberate themselves from poverty and backwardness. Pesantrens are initiators, Pesantrens encourage participation and the self-help ethos of citizens (Prayitno, 2013).

Pesantren economic empowerment is an effort to increase the economic independence and welfare of Pesantrens and the surrounding residents. Pesantrens, as centers of traditional Islamic education, have great potential in spreading the local economy and empowering the people. Several tactics that can be used to realize the economic empowerment of Pesantrens include:

1. Skills Development: Organizing skills training for students and residents around the Pesantren to improve their abilities in various fields such as handicrafts, agriculture, animal husbandry, etc.
2. Development of Small and Medium Enterprises (UKM): Supporting the establishment and development of SMEs around Pesantrens by providing capital, business management guidance and market access.
3. Partnership with Industry: building partnerships between Pesantrens and local industry or companies to increase marketing of Pesantren products and expand distribution networks.
4. Agrotourism Development: Utilizing Pesantren land for agrotourism development by inviting the community to participate in agricultural, plantation and livestock activities.
5. Financial and Entrepreneurship Education: Integrating financial and entrepreneurship education into the Pesantren curriculum to equip students with the knowledge and skills needed to manage a business.
6. Use of Technology: Utilizing information and communication technology to expand market reach, improve management systems, and increase efficiency in production.
7. Women's empowerment: giving specific attention to women's empowerment by providing skills development and providing them with access to economic resources.
8. Featured Product Development: Identifying and disseminating superior Pesantren products that have added value and competitiveness in the market.

Through these steps, it is hoped that Pesantrens can become sustainable economic centers and make positive contributions to economic development and the welfare of surrounding community.

The principle of empowerment is divided into two parts, namely:

- a. Empowering some of the groups who are entitled to zakat assets. This provision is intended not only to fulfill living needs, but also as business capital for those who are constrained by limited capital in business. By giving them zakat assets, they can empower them so they can meet their own needs. Zakat distribution varies according to the profession and needs of each mustahik.
- b. Empowering the poor, namely by providing a number of assets to meet their living needs and empowering those who do not have any skills.

The World Bank also explained four pillars that can be used as a basis for observing the development of KBE in a country, including:

- a. Institutional/organizational framework and economic incentives to produce efficiency in the use of knowledge and development of an entrepreneurial spirit.
- b. Educated and trained people who are able to create, share and utilize knowledge well.
- c. An efficient technology and innovation infrastructure system, both for companies, research centers, universities, consultants and other organizations, in creating new technology.

- d. Information and communication technology capable of facilitating creative work as well as the development and processing of information. (Chen & Dahlman, 2006)

2. METHOD

The approach in this research is qualitative research. The aim is to find out the extent of the work of the Tahfidz Qur'an Pesantren, Al Fauzi Fadilah Amal Foundation, Tanjung Gusti Village, Galang District, Deli Serdang Regency in empowering the Pesantren economy to encourage economic independence. This type of research uses problem studies where the researcher explores the specifics of the case in an incident, whether it includes individuals, cultural groups or a portrait of life to be used as an object of study (Creswell, 2019). The qualitative approach in this research is more natural, descriptive and inductive. The approach was carried out directly with research informants, namely students and the community around the Tahfidz Qur'an Pesantren, Al Fauzi Fadilah Amal Foundation, Tanjung Gusti Village, Galang District, Deli Serdang Regency. This research will be carried out at the Tahfidz Qur'an Pesantren, Al Fauzi Fadilah Amal Foundation, Tanjung Gusti Village, Galang District, Deli Serdang Regency. The data source in this research was taken based on the snowball sampling concept (Fitri & Haryanti, 2020).

The selection of data sources or research subjects takes place on a rolling basis, where the researcher selects the exclusive person under consideration who will submit the required data; Next, based on the data or information obtained from previous informants, it can be decided that other samples being considered will provide more complete data. This continues until it reaches saturation, with the estimate that this research data comes from people, events, and situation at the research site. This research uses 3 data collection techniques, namely: (1) in-depth interviews, (two) participant observations, (3) study of documents (Fitri & Haryanti, 2020).

Validation of research needs to be carried out in an effort to gain credibility as a result of the research, including; a) Extension of research means increasing the time of participation in the research field until the saturation of data collection is completely fulfilled, b) Triangulation is an effort to look at phenomena from various angles, verifying findings using various sources of information and techniques, c) Member checking is checking the correctness of data by returning the data to the data source to check its correctness. Member checking can be done after recording the data on the transcript or after the draft research report is completed. Member check is intended to correct additions or deletions to data, so openness in data analysis is really needed, d) Audit trail is an investigation into the suitability of research findings with field data, through tracking report notes, data collection methods, and analysis techniques, e) Expert opinion in validation is carried out by asking for responses from experts and practitioners.

3. RESULTS AND DISCUSSION

Pesantren is a form of space where thoughts are studied and re-tested. So that Pesantrens in their development require innovation in order to increase the quality and quantity and above all maintain the existence of Pesantrens. So it is highly hoped that there will be renewal of Pesantrens. Economic empowerment of Pesantrens through the development of local resources that demand independence is considered appropriate as a contribution to the economic empowerment of the community. First, Pesantrens themselves have abundant human resources who have the potential to become superior human resources. Second, Pesantrens and their surrounding communities have economic resources which, if managed properly, will result in sustainable economic potential for Pesantrens and local residents. Third, Pesantrens also have networks between Pesantrens and community empowerment. This aims to spread Pesantrens, not only to become educational institutions, but also to become economic convoys for the surrounding community.

According to Syafar (Syafar, 2012) stated that people's empowerment in development aims to carry out a process of change so that residents know the benefits and their role in development activities, are able to formulate needs using the potential/resources of the Pesantren, can choose priority problems that will be solved in accordance with their needs and potential, and is able to develop activity plans to handle or resolve the problems they face.

Community empowerment is aimed at the people who live around the Pesantren and is also aimed at the people who will ultimately form a people who are able to advance their economy for a decent living. Apart from that, it also forms the character of students so that they will become community developers (community workers) so that they are able to process their lives and future when they are required to play a role in society.

Tahfidz Qur'an Pesantren, Al Fauzi Fadilah Amal Tanjung Gusti Village Foundation is a newly established Pesantren. This Pesantren was founded by Ustadz Fauzi, initially to accommodate tahfizh activities for children in the area. The conditions for children taking part in tahfizh, most of whom cannot go to school, caught Ustadz Fauzi's attention, so he encouraged him to establish this tahfizh quran Pesantren. Ustadz Fauzi, who initially managed Umrah travel, then tried to find the right one for the school. His good intentions were realized because there was 1 hectare of empty land being sold at a low price.

When the Pesantren was established, teaching and administrative staff were recruited to help run the education operations smoothly.

Apart from that, dormitories and mosques were also built for students to house and worship. The land area is relatively suitable for making a fish pond and vegetable garden, the results of which are used for the benefit of the Pesantren. Several times when this harvest will occur there will be some for sale but there are still not relatively many. The harvest is still prioritized for logistics for students. Apart from the harvest from the vegetable garden, the Pesantren also has a fish pond. However, just like what happens in a vegetable garden, the source of this pond is still used for the students' food needs. To help operational administrative and teaching and learning processes at schools, Pesantrens recruit teaching and administrative staff from the community in the immediate area of the school. These teachers and operational staff help to care for elementary level (SD), middle school (SMP) and high school (Senior High School) students.

The students at this Pesantren come from areas around Kab. Deli Serdang and even some from Riau. All students are accommodated in the dormitories that have been provided because after formal study at school they are also continuously trained and trained to memorize the Qur'an.

According to news from Pesantren managers, it is known that economic empowerment is still not optimal. Pesantrens have tried relatively hard to be able to finance themselves and even empower the people around the Pesantren. The real conditions presented by Pesantrens show that Pesantrens have made efforts to realize the economic empowerment of Pesantrens by seeking the independence of Pesantrens first. This independence can be seen with assets in the form of gardens and fish ponds which are used to support the development of Pesantrens, even though they are only able to support the adequate food needs of students and dormitory supervisors. This condition is also difficult because Pesantrens have not received financial assistance from Bank Indonesia and the Ministry of Religion.

4. CONCLUSION

The Al Fauzi Fadilah Amal Foundation Tahfidz Quran Pesantren has maximized its efforts to become an independent Pesantren that can empower the community, especially the community around the location of the Pesantren. However, several things are still a problem because this Pesantren does not charge education fees for all its students.

For student education costs, foundation owners and managers try to use personal money and funds from donors. However, this is still considered inadequate, so some students are also charged education fees in the form of education fund contributions (SPP). Part of the funds from donors are also used to build facilities at the Pesantren such as classrooms and offices. Pesantrens still do not have sufficient access to funding from the Ministry of Religion and Bank Indonesia.

In terms of managing Pesantrens, teaching staff and school administration staff are also recruited. The majority of teachers and administrative staff are native residents of the area around the Pesantren. This is done so that Pesantrens can also provide benefits to the surrounding community by empowering the potential of their human resources. Among them there are those who are also dormitory supervisors who are of course at the Pesantren full time 24 hours.

As for economic independence, Pesantrens utilize empty land in the Pesantren complex by creating vegetable gardens and fish ponds. Most of the proceeds from the vegetable garden and fish pond are used to meet the food needs of the students and dormitory supervisors.

This condition illustrates that in essence new Pesantrens can also become independent Pesantrens if they have sufficient assets and are managed well. Good management will of course also reflect good Pesantren economic empowerment as well. However, in the case of the Al Fauzi Fadilah Amal Foundation Tahfidz Qur'an Pesantren, it is said that it has not been optimal because it also has few assets and of course inadequate financial assistance.

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The Role of The Pesantren's Business Entity (Bump) in Improving the Economy of The Mawaridussalam Islamic Boarding School

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ABSTRACT

The purpose of this research is to analyze how the role of the Pesantren-Owned Business Entity (BUMP) in improving the economy of the boarding school. In this research, the method used is a qualitative approach and is a field research. The results of this study show that the BUMP of Mawaridussalam Islamic boarding school plays an important role in improving the economy of the boarding school. In addition to student shops and student stalls as the largest contributor to profits, the boarding school is currently developing a business in agriculture which has started operating. The economic improvement of the Mawaridussalam boarding school is going well and in accordance with the increasing number of students. And the income of the boarding school has reached the BUMP annual income target of around + Rp 2,500,000,000.

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1. INTRODUCTION

In the modern era, Islamic boarding schools (pesantren) are adapting to advancing times by incorporating economic functions into their programs. The economic development undertaken by pesantren aims to promote their self-reliance. These efforts to enhance economic independence make the pesantren more appealing to families who want their children not only to excel in religious studies but also to develop economic skills, which are part of applying Islamic teachings. A tangible sign of a pesantren's success in economic development is the establishment of business units that support and boost the pesantren's economy (Wadi, 2018).

Pesantren play a crucial role in the protection and management of the environment around them. They are not only Islamic educational institutions aiming to develop abilities, knowledge, and skills (Yusuf & Suwinto, 2010). Pondok Pesantren Mawaridussalam in Tumpatan Village, Nibung, Batang

Kuis, Deli Serdang, operates various business units under its Islamic Boarding School-Owned Enterprise (BUMP). Like other business entities, BUMP is involved in production, marketing, finance, accounting, and administration.

Establishing businesses is essential for pesantren to support their economic needs and development without relying on government or other external donations. Pondok Pesantren Mawaridussalam, in particular, operates several business units under the BUMP framework to enhance its economy and is the only pesantren in Deli Serdang with a BUMP. The BUMP at Mawaridussalam, established in 2010, has been part of the pesantren since its inception.

However, the BUMP at Pondok Pesantren Mawaridussalam faces a challenge: the units managed within the pesantren have not significantly increased their competitive edge compared to other business units. The businesses mainly operate within the pesantren, limiting their growth and development. Despite having substantial potential, as seen from the various units like a student café, student store, guest canteen, laundry, telephone stall, and guesthouse, there is still room for expansion and better alignment with other pesantren businesses. Improving these businesses could increase profits and boost the pesantren's economy.

Given these observations, this study aims to explore the role of BUMP in enhancing economic development. Thus, the researcher is interested in investigating the topic with the title “The Role of Islamic Boarding School-Owned Enterprises (BUMP) in Enhancing the Economy of Pondok Pesantren Mawaridussalam in Tumpatan Village, Nibung, Batang Kuis, Deli Serdang.”

2. LITERATURE REVIEW

Islamic Boarding Schools as Educational Institutions

Islamic boarding schools (pesantren) are traditional Islamic educational institutions in Indonesia that have grown and evolved over several centuries (Asrohah, 2004). Initially, pesantren provided a simple educational setting for students but have since developed more structured programs that are followed by local communities. The function of pesantren as educational institutions lies in their ability to adapt to changing times, closely tied to technological advancements. Immaterial education serves as a motivator to transform students into resilient individuals in their daily lives.

The most crucial function of pesantren is to drive societal change. The role of pesantren is inherently linked to its nature as a community-based organization within a clear structural framework. Considering the changes and government aid to the community, it is important for pesantren to remain committed to their educational mission across various fields, including training, economics, and religion (Ghazali, 2012). With the evolution of times and the increasing demand for deeper religious knowledge and learning, general subjects have been incorporated into the curriculum.

Economic Aspects of Islamic Boarding Schools

The economic potential of pesantren has not yet been fully optimized, even though Islam provides guidance on both worldly and spiritual endeavors in the Qur'an (Ali, 2013). Islamic finance has distinct rules that must be adhered to in economic activities. Sharia-compliant economic activities must be based on principles of balance, which not only denote harmony in collective needs but also the equitable distribution of wealth, including zakat and alms.

Imam Nawawi stated that trade is "the exchange of goods for goods with the aim of transferring ownership." All transactions are permissible if conducted by parties qualified to engage in them, except those explicitly forbidden (Rasmi, 2016). Trade is permitted as long as it does not contradict Islamic law, as supported by QS Al-Baqarah verse 275. The type of business that a pesantren should establish is clearly based on the financial capabilities of the surrounding area.

Micro, Small, and Medium Enterprises (MSMEs)

Economic progress in a country is closely linked to the growth and advancement of small and micro enterprises (Dhewanto, 2019). Developing MSMEs should start with a comprehensive study to determine the feasibility of the business to be developed. MSMEs often face internal challenges, such as human resources, technology, and marketing. These challenges can occur in both stable and unstable market conditions.

For small business development, capital constraints are a major issue. Various alternatives to increase business capital include loans, banking, non-bank financial institution loans, venture capital, grants, and other financing types. Effective business development also involves strategic management practices such as creating work plans, defining roles, and implementing good oversight to produce competitive products.

Business Concepts in Islam

Business, according to Griffin and Ebert (2008), is an activity that provides goods or services needed or desired by consumers (Andayani et al., 2022). To ensure that business profits benefit both the entrepreneurs and the surrounding environment, it must adhere to Islamic principles. These principles affirm that Allah owns everything in the universe. Business activities should involve trading only what belongs to Allah SWT. Islam mandates that humans work and seek sustenance, as stated in Surah Ash-Shaf: 10-11 (Tarigan, 2012).

The principle of justice teaches that fairness should prevail in all aspects, especially in business. Justice in business activities means that Muslim entrepreneurs should ensure accurate measurements. The role of khilafah is to maintain order in interactions (muamalah) among business participants. This principle emphasizes that Prophet Muhammad serves as a model for Muslims in all behaviors, including business practices, which should be emulated and implemented (Maghfur, 2019). To achieve higher profits, businesses can explore broader markets in other regions (Fauroni, 2014).

Business Development Strategies

Strategy involves setting goals, developing resources, and managing interactions between organizations and markets, competitors, and other environmental factors (Walker & Larreche, 2000). According to Philip Kotler, strategic planning is a managerial process to develop and maintain alignment between company objectives, resources, and evolving market opportunities (Permatasari, 2017). Business development strategies include Strategic Actuating, where planning precedes the execution of company activities, including funding, human resources, and technology. Specifically, human resources must perform their designated functions effectively (Edi, 2009).

Strategic Controlling/Evaluating is the final stage of the strategic management process (Harahap, 2016). Evaluation involves assessing each strategic activity to ensure it aligns with planned objectives. Many business behaviors in Islam can be modeled and implemented in human activities. Key traits of Prophet Muhammad SAW applicable in business include Siddiq (truthfulness, honesty), Amanah (responsibility, trustworthiness), Fathanah (intelligence, wisdom, professionalism), and Tabligh (communication, transparency) (Alfaqih, 2017).

Islamic Boarding School-Owned Enterprises (BUMP)

Islamic boarding schools are among the institutions that often struggle financially, making it challenging to sustain economic activities independently. Therefore, pesantren must implement good administration to strengthen their economic stability. One successful example is the establishment of pesantren cooperatives. In Islamic jurisprudence, cooperatives are known as Syirkah, meaning

partnership. From a technical perspective, a cooperative is an agreement among people to pool capital and share profits.

In this context, pesantren cooperatives include consumption and production cooperatives (Alim, 2018). These cooperatives benefit the surrounding community and positively impact the pesantren environment. Pesantren have set examples of self-reliance through business ventures, with the aim of strengthening pesantren funding, providing training for students, and empowering the local economy (Hamdi, 2016). Management activities within pesantren are extensive, covering organizational direction, activity creation, and inter-organizational cooperation.

3. METHOD

The research approach used by the author is qualitative and constitutes field research. This study is classified as descriptive research, which examines the current facts of a research object (Sugiyono, 2010). The study employs a descriptive qualitative method to gain an understanding of the phenomena experienced by the research subjects, such as behavior, perceptions, motivations, and actions (Rahmani, 2016). The data sources for this research include both primary and secondary data. Primary data is derived from statements made by the leaders and managers of the BUMP at Pondok Pesantren Mawaridussalam. Secondary data consists of indirect sources, such as a brief history and other data related to the pesantren. Data collection techniques used in this study include questionnaires and direct interviews with several managers, such as the pesantren leader and the person in charge, Ustadz H. Muhammad Syafi'i Lubis, MM, the Head of BUMP, to obtain additional information regarding the research.

4. RESULTS AND DISCUSSION

Management Structure of Pondok Pesantren Mawaridussalam

Management Structure of the Islamic Boarding School-Owned Enterprise (BUMP) at Pondok Pesantren Mawaridussalam

Table. 1

Management Structure of BUMP at Pondok Pesantren Mawaridussalam

NO	Name	Position
1	H. Mhd. Syafi'i Lubis, MM	Head of Department
2	Khairul Imam Punantara Sitopu	Secretary and Treasurer
3	Hasnan Abdi Ibrahim Yusuf	Person in Charge of the Student Store Bureau (PA)
4	Toyyib Amali Irwansyah Putra	Person in Charge of the Student Café (PA)
5	Desmanruza Zaki Hasbullahsahab	Person in Charge of Laundry (PA)

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NO	Name	Position
6	Ibrahim Yusuf	Person in Charge of the Telephone Stall (PA)
7	Ibnu Musnandar	Person in Charge of the Photo Studio (PA)
8	Imam Syarifuddin Ramdhani Syahcandra Rohid Maulana	Person in Charge of Livestock and Agriculture
9	Yusrina Santri Nst Umami Ramadhanips	Person in Charge of the Student Store (PI)
10	Julia Luthfiabussaina Nabila Anggita Beldiaadeliawan	Person in Charge of the Student Café (PI)
11	Aisya Turridho	Person in Charge of the Photo Studio (PI)
12	Khairunnisa Aulia Hrp Warung Telepon Lingga Gahara	Person in Charge of Laundry (PI)
13	Heri Kiswanto	Person in Charge of the Guest Canteen
14	Heri Kiswanto Humin Setiawan Fahri Mulana Junaidi	Person in Charge of the Department Store

The items at the Islamic Boarding School-Owned Enterprise (BUMP) of Pondok Pesantren Mawaridussalam are used to support the needs of the various business units within BUMP, including: 1 dispenser, 4 cabinets, 2 office desks, 1 TV, 12 CCTV cameras, 1 drone, 1 printer, 1 safe, 3 chairs, 1 clock, 1 stabilizer, 1 motorcycle, 1 box truck, 1 Avanza car, a 3-door guesthouse, and 1 laundry house. BUMP Pondok Pesantren Mawaridussalam also has many business units, each contributing to the economic growth of the pesantren. These units include:

1. Student Store
2. Student Café
3. Laundry
4. Telephone Booth
5. Clothing Store
6. Livestock and Agriculture

7. Guest Canteen and Department Store

BUMP Pondok Pesantren Mawaridussalam records daily transactions of cash inflows and outflows, which are then reported annually. The reports are directly recorded and submitted by the treasurer.

Table 2

Annual Revenue of BUMP Pondok Pesantren Mawaridussalam for the Year 2020-2021

No	Description	Revenue
1	Putra	Rp 1.192.782.200
2	Putri	Rp. 1.243.960.600
	Jumlah	Rp. 2.436.960.800

Based on the table above, it can be seen that the total revenue of BUMP at Pondok Pesantren Mawaridussalam for the period 2020-2021 was Rp 2,436,960,800. Additionally, the revenue for the year 2020-2021 increased by Rp 525,429,400 compared to the previous year.

The Role of the Islamic Boarding School-Owned Enterprise (BUMP) in Enhancing the Economy of the Pesantren

The existence of BUMP is crucial for the Islamic boarding school (pesantren) as it cannot solely rely on the contributions of the students. Therefore, business units are needed to strengthen the economy and independence of Pondok Pesantren Mawaridussalam. The purpose of establishing BUMP is to ensure that students can obtain items according to the pesantren's needs and the discipline set by Pondok Pesantren Mawaridussalam. The businesses operated within the pesantren help meet the daily needs of the students, such as the student store and student café, which provide stationery for learning activities, daily necessities, and snacks for the students.

Furthermore, every profit generated from BUMP's business units is allocated to the development of existing businesses as well as new ventures, and to procure items that can be used collectively within the pesantren. Besides the student store and student café, which contribute the most to profits, BUMP is also currently expanding into agriculture, with operations already underway. In agricultural development, BUMP has started by planting rice as the initial activity. Currently, BUMP at Mawaridussalam meets approximately 85% of the students' needs.

BUMP manages each business unit, including the student store, student café, laundry, telephone booth, photo studio, livestock and agriculture, guest canteen, and department store. Each unit plays a significant role in boosting the pesantren's economy, as each one contributes substantial profits to the pesantren. BUMP not only enhances the pesantren's economy but also provides significant contributions to students by involving them in the management of each business unit. BUMP teaches students about entrepreneurship and fosters their confidence and competitiveness in the economic sphere upon their return to society.

Economic Improvements Achieved by the Pesantren with the Presence of BUMP

The economic growth experienced by Pondok Pesantren Mawaridussalam is undeniably linked to the contributions of each business unit within BUMP. The economic improvement at Pondok Pesantren Mawaridussalam has changed significantly according to the number of students. By 2020, with 1,800 students, the pesantren's annual revenue had reached around Rp 2,500,000,000. The achievements with the business units include:

1. BUMP contributes to the pesantren by continuously enhancing its existing businesses and developing new ones, such as in agriculture, where the goal is to cultivate rice fields and eventually become a rice supplier with a target area of approximately 1 hectare.
2. BUMP provides contributions through profits or earnings consistently deposited to the pesantren.
3. BUMP has maximized revenue to aid in the development of Pondok Pesantren Mawaridussalam.
4. The presence of BUMP supports students in meeting their daily needs and trains them in entrepreneurship.

Developing Business Units of BUMP

The growth of business units is a result of the hard work of those responsible for human resources at Pondok Pesantren Mawaridussalam. Every idea proposed aims to build BUMP to grow more rapidly and increase profits. Currently, BUMP is developing its agricultural business, focusing on managing rice fields with a target area of approximately 1 hectare. The development process involves several stages: Strategic Planning: Effective planning is crucial to achieve goals, such as maximizing profits. BUMP is planning to expand its business by adding new units, particularly in agriculture. As mentioned earlier, the pesantren has a rice field area of about 1 hectare. The plan involves planting rice, which will eventually supply rice. Future plans also include expanding the student store and department store by opening branches outside the pesantren environment.

Strategic Implementation: After thorough planning, the pesantren establishes an organizational structure or human resources to implement the plan. Human resources are needed to carry out their respective functions strategically. According to interviews, the development of agricultural business units at BUMP is directly managed. Given the internal and external opportunities, BUMP at Pondok Pesantren Mawaridussalam has significant potential because there are no rice suppliers in the surrounding area. The implementation of the business development plan is handled by competent individuals to achieve the desired results. For the development of the student store and department store, responsibilities are managed by Heri Kiswanto, Humin Setiawan, Fahri Mulana, and Junaidi. According to Ustadz H. Mhd. Syafi'i Lubis, MM, the head of BUMP at Pondok Pesantren Mawaridussalam, the human resources managing the department store may not have formal business skills but possess high integrity, responsibility, and reliability in managing the business.

Strategic Control: Monitoring focuses on ensuring that each responsible person for every business unit maintains integrity in their tasks and evaluates overall performance to see if it aligns with strategic planning. The evaluation involves ensuring that the strategic plans are executed as intended by assessing internal and external variables within the pesantren environment. Business production and management development follow Article 17 of Law No. 20 of 2008 on MSMEs, which includes:

1. Improving production techniques, management skills, and overall capabilities for MSMEs.
2. Facilitating the acquisition of production infrastructure, raw materials, and packaging for MSME products.
3. Enhancing design and engineering capabilities for medium enterprises.
4. Design capability involves the ability to design business activities, while engineering capability refers to improving processes or methods for producing products and/or services.

5. CONCLUSION

The Islamic Boarding School-Owned Enterprise (BUMP) at Pondok Pesantren Mawaridussalam plays a crucial role in boosting the pesantren's economy. The profits from each BUMP business unit are entirely used to develop facilities and meet the needs for expanding the business units, as well as to help fulfill the needs of the students. For example, the student store and student café provide stationery for educational activities and daily necessities for the students. Currently, BUMP meets approximately 85% of the students' needs. However, BUMP is not the primary source of income for the pesantren; there is also revenue from student contributions, government BOS funds, and donations from Muksinin.

BUMP not only impacts the economic improvement of Pondok Pesantren Mawaridussalam but also provides significant benefits to the students involved in running each business unit. BUMP teaches students about entrepreneurship and helps them build confidence and competitive skills in the economic sphere when they return to society. This confidence enables students to create good job opportunities for themselves and others in the future. The economic improvement achieved by the pesantren is closely linked to BUMP's contributions, with the pesantren's annual revenue reaching approximately Rp 2,500,000,000.

The management and development of business units in the economic sector at Pondok Pesantren Mawaridussalam are quite effective. BUMP plans the development of business units in accordance with the provisions outlined in Article 16(a). However, it is noted that the business units are primarily focused on growing within the internal environment of the pesantren and have not yet fully met the students' needs. There is potential for BUMP to expand externally, as ventures such as the department store, laundry, and guest accommodations could grow beyond the pesantren environment.

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Optimization of IMC on Ponpes Mazilah in Pesantren-Based Economic Empowerment with the Utilization of CMS Website

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ABSTRACT

Pondok pesantren have an important role in economic empowerment to create independence for the pesantren itself. The situation of pesantren life in the past is certainly different from today, pesantren need to take modern steps to create their independence. Integrated Marketing Communication (IMC) is a modern marketing communication concept that can support the economic empowerment of pesantren with measurable and comprehensive steps. In the midst of competition to get the attention and positive response of the community, every pesantren needs to optimize IMC by utilizing the Content Management System (CMS) as a medium of information and promotion. Departing from the urgency of optimizing IMC by utilizing the CMS website, the problem actually exists in Pesantren Mazilah Darussalam Deli Serdang as a community service partner. As a pesantren that stands in this modern era, Mazilah Darussalam has not optimized IMC by utilizing the CMS website-based information and promotion media space, even though this is important to do to open wide access to the community. The purpose of this service is to support the pesantren to provide access to information for the public as a basic step of empowerment for pesantren. The method used is by conducting socialization and education related to marketing communication through website management. The result of this service is to provide recommendations for website page forms as a reference for Mazilah Darussalam to utilize CMS.

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1. INTRODUCTION

Pesantren is the oldest form of educational institution in Indonesia that teaches Islamic religious sciences. Until now, the existence of pesantren still exists and continues to develop to harmonize the progress of the times. Even today, there are various modern pesantren that not only teach religious sciences but also educate their students about entrepreneurship, the development of Micro, Small and

Medium Enterprises (MSMEs), agribusiness, digital marketing, tourism development, etc. One example is Pondok Pesantren (Ponpes) Mazilah Darussalam, which implements an educational program with the national curriculum and the curriculum of pesantren-ponpes located in Deli Serdang also provide extracurricular activities such as agriculture, fisheries, animal husbandry, workshop, and Japanese language. This can show that pesantren managers are aware of the times and prepare their students to be dexterous in facing open competition in the era of globalization according to their needs by not forgetting that besides being knowledgeable, humans must also be civilized and pious.

Pesantren that are established and developing today are expected to be able to optimize economic empowerment efforts so that they become independent pesantren that do not only receive income from santri education fees, personal funds of managers, government and company assistance. This is in line with the government's priority program through the Ministry of Religious Affairs (Kemenag) regarding the Pesantren Independence program as stipulated in the Decree of the Minister of Religious Affairs Number 749 of 2021 concerning the Pesantren Independence Program. From the data compiled through the official portal of the Ministry of Religious Affairs' Pesantren Independence Program, a total of 2,074 pesantren have received incubation assistance, 561 products, 242 types of businesses, and 32 business entities - BUMPes. Through this program, the Ministry of Religious Affairs provides assistance, incubation, business training, financial management and marketing training, human resource training, and others so that pesantren can establish business units which are expected to become an economic base for the benefit of the pesantren itself and even for the community in general.

In addition, pesantren are also indirectly required to show the background or profile of the institution starting from history, vision and mission, development goals, curriculum, leadership profiles, learning activities and others that are packaged in one information media such as websites so that they can be accessed by the public. In strengthening its institution to get more positive responses from the community, pesantren can integrate its profile as a comprehensive Integrated Marketing Communication (IMC) planning effort packaged in the Content Management System (CMS) of a website or network as a medium of information and promotion so that the public can see the brand image of the pesantren.

Integrated Marketing Communication (IMC) or integrated marketing communication is an effort to increase interaction (between sellers and buyers) to the decision to choose and maintain the use of products / services so as to maximize sales and loyalty of buyers / service users. According to (Duncan, 2005 in Safitri, et al, 2022) the term IMC is intended as a systematic analysis process to make estimates of how the increasingly diverse public wants and uses various media channels, so that by optimizing marketing communications can realize a strong impact. In relation to this, in essence, pesantren as Islamic educational institutions regardless of whether the tuition fees are free or paid certainly require the concept of IMC as an effort to attract more prospective students and increase from one period to the next. CMS can certainly be the right space to implement the IMC concept in increasing public interaction with the pesantren management.

CMS according to (Barnes, 2001) is one of the fields of information technology in computer networks which is a set of techniques and tools to handle data utilization and management techniques. By utilizing the CMS website, boarding schools can create a variety of information and promotional materials to increase public interaction with the products offered including the admission of new students. The utilization of CMS for a boarding school website can be operated by an admin who has basic computer and network skills - that is, there is no need for a programmer or IT expert, because the tools in the CMS website can be operated easily.

Ponpes Mazilah Darussalam is a new modern ponpes that still does not have integrated information and promotion media on the CMS website. This boarding school has been running since it was officially opened on February 16, 2020. That is, it has been four years running and accepting and educating its students, the boarding school which is located at Jalan Damar Wulan Dusun 24 Sampali Village, Percut Seituan District, Deli Serdang Regency, North Sumatra does not yet have access to information in the form of a website-however, information and promotions that can be accessed by the public are Instagram social media with the account name @pesantrenmazilahdarussalam with 256 followers and 5 contents that are not always updated (the first time the content was updated on September 26, 2020) and Youtube with the name pondok pesantren mazilah darussalam with 23 subscribers and the last update one year ago (seen Saturday, March 29, 2024). In a study (Hadi and Rokhman, 2020) concluded that the use of the website as a promotional and information media at the boarding school can meet the needs of information and easy communication between the general public and the boarding school management. In another study (Haris, 2023) stated that the urgency of digitizing pesantren education in the Era of Society 5.0 is homework and efforts that must be made for all pesantren.

2. LITERATURE REVIEW

a. *Integrated Marketing Communication (IMC)*

The term Integrated Marketing Communication (IMC) is defined as a communication and marketing design process that emphasizes the value of developing a comprehensive strategy by considering the strategic roles of general advertising, direct response, promotion, and public relations and integrating them to provide maximum clarity, consistency, and impact. IMC is a process that has a function in creating and maintaining reciprocal relationships with customers and other stakeholders by strategically controlling and influencing all messages sent and driving dialog with a specific purpose. IMC can also be simply said as “The process of managing customer relationships that drive brand value” (Firmansyah, 2020 in Prastika and Kurniadi, 2023).

In other literature, it is explained that IMC is an extension of the term advertisement (promotion). However, advertising is more directed at one-way information while IMC emphasizes the delivery of information in two directions - so it can be interpreted that advertising is a form of mass communication while IMC is more personal communication (Tjipto, 2008 in Safitri, et al, 2022). IMC is the concept of an organization in combining and aligning communication means to convey messages in a straightforward, coherent manner, and consumers can give their trust to the products / services offered / marketed. The IMC concept, which is closely related to the world of marketing, has four main IMC tools, namely promotion, publicity, personal selling and advertising (Kotler, 1996 in Safitri, et al, 2022).

IMC as a marketing communication concept has an important goal to convey product/service messages to the public in a clear and consistent manner. By applying the IMC concept, a company/institution will have a positive impact on the brand image and brand awareness of a product/service which will then maintain public/consumer trust or loyalty.

The IMC concept is oriented towards optimizing communication and marketing so that many companies or service providers including pesantren institutions are competing to create space for an increase in positive responses from interactions with the public. However, in addition to optimizing IMC, (Engel, 1955 in Safitri, et al, 2022) explains nine things that influence consumers/public to consistently use products/services including (1) location, (2) nature and quality of security, (3) price (4) advertising and promotion, (5) sales personnel, (6) physical attributes of the store, (7) nature of store customers, (8) store atmosphere (9) service and (10) satisfaction after the transaction.

b. Pesantren-Based Economic Empowerment

On July 8, 2021, the Indonesian Minister of Religious Affairs (Menag) Yaqut Cholil Qoumas signed the Decree of the Minister of Religious Affairs Number 749 of 2021 concerning the Pesantren Independence Program. The purpose of the Pesantren Independence Program is to optimize pesantren resources and improve the welfare of pesantren and the community. It can be departed from this that pesantren-based economic empowerment has an urgency for the independence of a pesantren. Thus, the discussion of the concept of empowerment according to (Saputro, 2022) can be examined from the objectives, processes, and ways of empowerment including, 1) empowerment aims to increase the ability of weak parties, 2) empowerment is a process that shows a party will become strong to actively participate in improving the situation, 3) empowerment refers to efforts to reallocate power through changing the economic structure that exists in society, 4) empowerment is a way for people, organizations, and communities to be able to have power over their lives.

According to (Hidayat and Makhrus, 2021) empowerment is giving power to control human activities that will be able to participate in every decision concerning themselves and their groups. Economic empowerment according to (Utama, 2020 in Saputro, 2022) is defined as an effort to provide flexibility to the second party (target of empowerment) so that they have the ability in the economic field.

There are three things that explain the concept of empowerment according to (Sugiyono, 2021 in Saputro et al, 2022) that, first, enabling, namely creating a climate that allows the community to develop its potential. Second, empowering, strengthening the potential that exists in society. To realize this, of course, strengthening efforts are needed regarding the provision of various inputs, open access to various opportunities that will have an impact on society to be more empowered. Third, empowering also means protecting.

The protection economic system in pesantren is one of the major economic bases for the pesantren itself in controlling the circulation of funds so as not to leave the pesantren - that is, students are required to buy only through the pesantren business unit. This protection economic system can also be a role model in maintaining the circulation of funds. It is likened to an autonomous sovereign country that strictly controls the import of goods/services to enter the pesantren and strives to export. So that in addition to being an education for students in controlling goods that are traded in and out of the pesantren, it also increases profitability (Sugiono and Indrarini, 2021).

c. Content Management System (CMS)

Content Management System (CMS) can be a space to optimize the role of Integrated Marketing Communication (IMC) towards increasing the interaction of a company/institution including pesantren with the community in one network. With CMS, marketing communication between the community and the manager can run practically, save time and budget for direct advertising promotions (such as distributing brochures, door to door socialization) and show more professionalism and modernity.

CMS is an application or software (software) used by admins or users to create, release, and edit digital content in the form of image designs, articles, or videos or in other forms that are loaded on a website. Briefly (Su, 2013) explains that CMS is an internet-based application that can be used to organize content on a website. In the CMS, there are features or tools that are useful for facilitating the production and maintenance of content that will be published and accessed by the public.

In addition to the development of network technology and internet infrastructure, CMS is also experiencing rapid development due to the need for public access and business people who want the web to support their business activities in an easy way in terms of digital content management, fast in web development, and cheaper and more efficient in procurement (Noviyanto and Mazari, 2014).

3. METHOD

This community service (Pema) was carried out at Ponpes Mazilah Darussalam which is located in Sampali Percut Seituan Village, Deli Serdang Regency, North Sumatra. This activity was carried out once, namely on September 14, 2023. The participants who participated in this activity were the business managers of Ponpes Mazilah Darussalam consisting of ustadzah and santriwati who were in the pesantren as many as 17 people, FEBI UIN North Sumatra Medan students as many as 2 people and 1 accompanying lecturer.

The form of this activity is socialization and education to the pesantren environment community in the context of economic empowerment through business activities carried out by pesantren managers. The resource person involved was Dr. Nurbaiti, M.Kom. In this socialization and education, Ponpes Mazilah Darussalam wants to improve marketing communication through website management and find out IMC recommendations in an effort to empower pesantren-based economies and further optimize the use of existing promotional media such as Instagram and Youtube.

4. RESULTS AND DISCUSSION

a. Optimizing Integrated Marketing Communication (IMC) in Pesantren-Based Economic Empowerment

The pesantren economy is one of the important foundations for implementing pesantren empowerment. Empowerment is the utilization of resources both the people (human resources/HR) involved in it with its supporting tools so as to produce the expected capabilities, such as economic independence. The economic independence of pesantren certainly departs from an empowerment effort that is well implemented so that it can become a business driver carried out by pesantren. The supporting tools in question include technology and skills to use it. For example, a pesantren in running its business needs a computer and people who are skilled in using it to carry out the product packaging design process-after this product is finished, of course, it must be marketed which then requires supporting tools, such as the internet network for wider marketing by online.

The business built by pesantren in an effort to empower the economy is also not only limited to carrying out production processes such as product design and marketing products, but there are processes that are mutually supportive and sustainable. Technology utilization must also be supported by business and management knowledge. Business and management knowledge according to (Putri, et al, 2021) must also be followed by the breadth of business networks and marketing strategies that are well planned and supported by supporting tools and technical capabilities. This means that business is a complex and continuous process that requires efforts that must be integrated so that the objectives of economic empowerment can be maximally achieved. Therefore, economic empowerment must be carried out with human resources who have been empowered to optimize communication and marketing, because business is not just a matter of how to produce good products.

Optimizing integrated communication and marketing or also called Integrated Marketing Communication (IMC) will be an important business parameter to see how economic empowerment can be realized in pesantren. According to (Shakeel, et al, 2011 in Safitri, 2022) IMC is defined as a concept that can maximize communication as a whole by combining the roles of communication strategies clearly and in harmony.

There are five main characteristics of IMC according to Terence A. Shimp based on (Safitri, 2022), including:

1. Influencing Behavior, well-executed IMC will get a response from consumers after communicating, because the company's main target is to instill good perceptions in the minds of consumers so that they attract attention to buy products.
2. Prospect, prospect is an effort to change from prospective buyers to buyers. This is done after observing around the target market which then the company can determine what kind of communication is possible to prospect.
3. Finding ways to maintain 'contact', companies can utilize the current rapidly growing communication media to the maximum to continue to be able to make contact with the public so that companies can introduce products / services that interest consumers.
4. Creating synergy, to create a strong brand image requires continuous efforts (synergy). Elements in communication such as advertising, sponsorship, personal selling, sales promotion, and so on must support each other's marketing and communication efforts which will make consumers better understand, feel and stick to the products being marketed.
5. Establishing relationships, customer loyalty is one of the business parameters of whether IMC is optimally implemented. Therefore, establishing communication consistently will enable the hope that consumers can stay longer (loyal) enjoy the products offered.

The stages of Integrated Marketing Communication (IMC) extracted from (Kotler, 2000) can be carried out as shown below.



Picture 1. Stages of IMC

The stages of IMC that can be carried out start from the identification process. Identification made to the target market must be done accurately in order to fulfill what is needed by consumers. After that, determine where the direction of communication will go, whether the company wants to know the extent of consumer response or other goals. Next is to determine the content of a clear

message so that consumers understand what is being conveyed. Customizing communication channels is important to adjust the target market. For example, if the target market is older people (aged 50-60 years and above) and are in remote villages, the more suitable communication channel is face-to-face socialization, but if the target market is young people to adults (under 50 years old) in modern times, of course social media access and websites are more appropriate channels. Then determine the budget design for communication according to the market situation and what communication channels to use and determine the promotion mix. These steps must be carried out as an effort to optimize Integrated Marketing Communication.

Then in relation to pesantren-based economic empowerment, Integrated Marketing Communication (IMC) has a strategic role in the hope of pesantren independence. Through the socialization and education activities of pesantren-based economic empowerment in this community service, Mazilah Darussalam Islamic Boarding School is expected to be part of the Pesantren Independence program, not only as a participant or recipient of assistance but also as an example that an independent pesantren will gain more trust from the community so that the impact is not only increasing students who enter and study but more broadly will benefit the community outside the pesantren.

b. Implementation of Integrated Marketing Communication (IMC) with the Utilization of Content Management System (CMS)

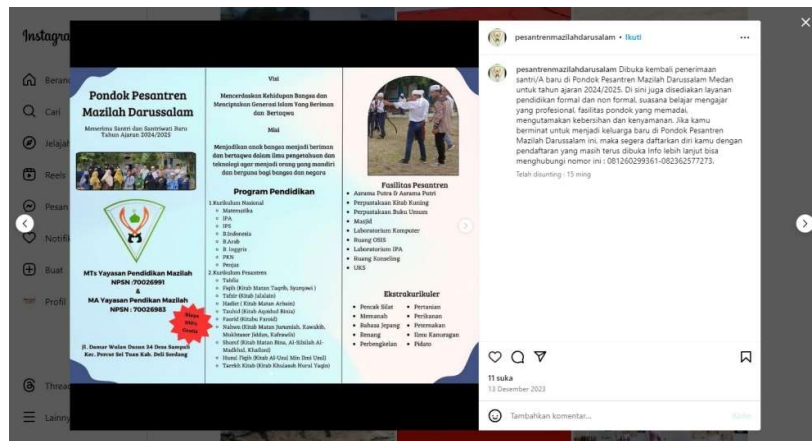
Mazilah Darussalam Islamic Boarding School in Deli Serdang has only been running for about four years. Both physical and non-physical development processes are still ongoing. This pesantren has not fully implemented the concept of Integrated Marketing Communication (IMC), especially by utilizing the website content management system (CMS). As explained, the communication channels that are still applied to socialize with the community are more dominant door to door and utilize social media such as Instagram and Youtube, but not optimal. The appearance of the social media of Ponpes Mazilah Darussalam Deli Serdang can be seen from the following screenshot.



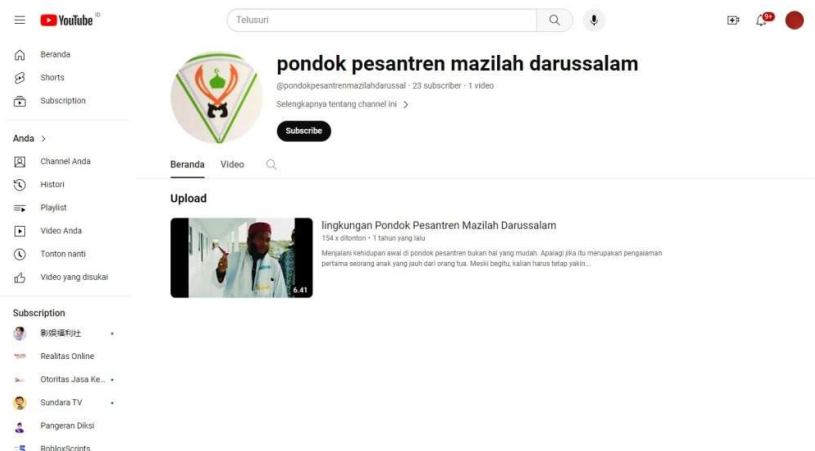
Picture 2. Instagram profile layout



Picture 3. Instagram content upload



Picture 4. New student admission brochure design content 2024/2025 uploaded on Instagram



Picture 5. Youtube views

From the screenshots of social media owned by Ponpes Mazilah Darussalam Deli Serdang, it shows that the application of Integrated Marketing Communication (IMC) from online communication channels has been carried out, it is just not optimal, especially since Ponpes Mazilah Darussalam Deli Serdang has not utilized a website content management system (CMS). In the socialization and education of the utilization of communication and promotion media that has been carried out (can be seen from Figure 6), one of the results is that Mazilah Darussalam Deli Serdang Ponpes requires counseling and recommendations for website CMS as an effort to optimize Integrated Marketing Communication.



Picture 6. Socialization and Education at Mazilah Darussalam Boarding School

The utilization of communication and promotion media with computer network technology and the internet in today's free access situation is very important. The technology must also be used or run by qualified people or personnel. To optimize Integrated Marketing Communication, Ponpes Mazilah Darussalam needs to utilize the Content Management System (CMS) website. CMS is software or application used to fill, edit, and publish articles, images, videos, and other forms of content on a website, so that once published, the public can access the content without being bound by distance and circles. This is an opportunity as well as a challenge for the management of Mazilah Darussalam Islamic Boarding School to provide access to information for the public through the use of CMS websites.

Currently, there are many CMS providers that can be utilized by various institutions or companies to increase sales including leading pesantren in Indonesia such as Gontor (Ponorogo, East Java), Tebuireng (Jombang, East Java), and Ar-Raudlatul Hasanah (Medan, North Sumatra). To run website management including CMS management is now easier, because there are ready-made CMS providers such as Wordpress, users are no longer bothered by having to formulate and create their own systems with hundreds or even thousands of lines of code. The benefits for companies/institutions that use communication and promotion media with websites are as effective and efficient information and communication media to reach a wider market.

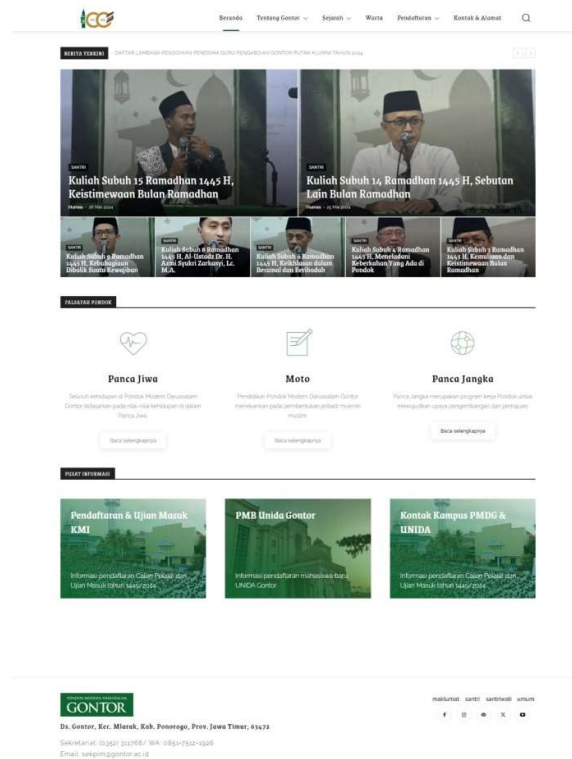
The following are references to pesantren that have used websites as communication and promotion media.

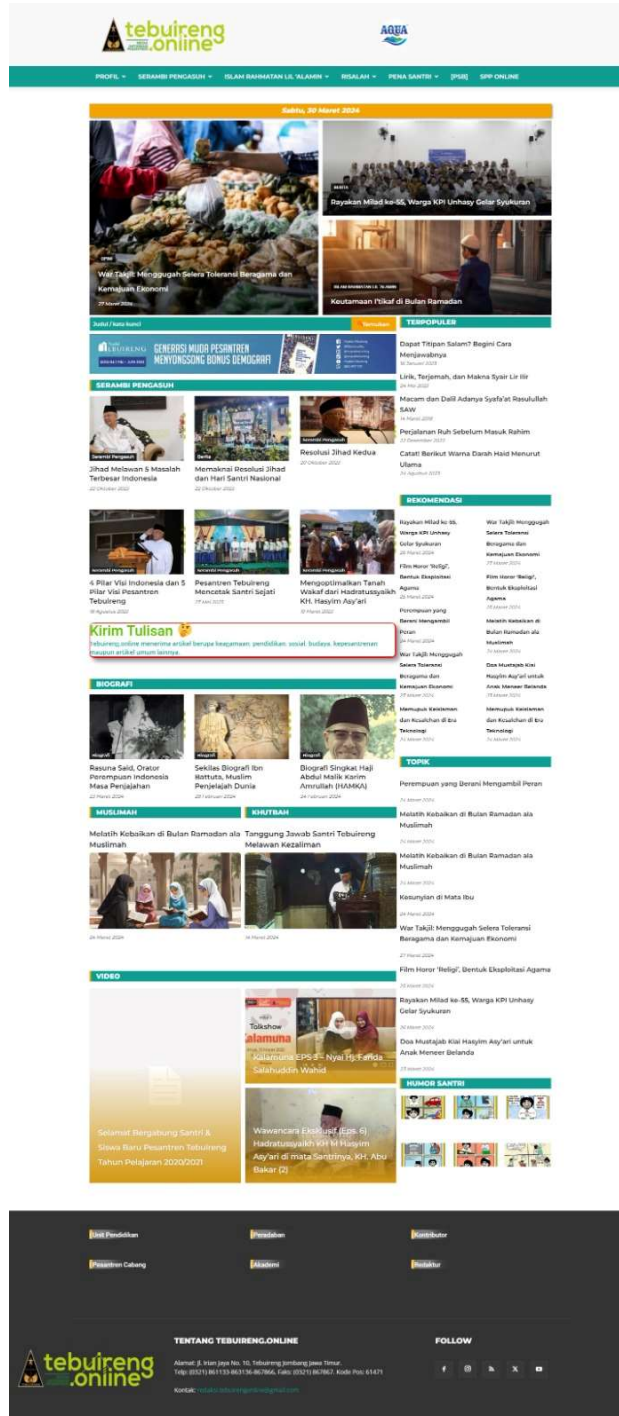
1. Gontor, the welcome page on the Pesantren Gontor website displays the Home menu, About Gontor, History, News, Registration, Contact & Address. The impression of literacy is more dominant in the appearance of the Gontor website because it displays a variety of writings quoted from the lectures of the ustadz. Gontor also displays its institutional identity called

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"Pondok Philosophy" which describes what Panca Jiwa, Moto, and Panca Jangka are. Gontor utilizes the website as a medium of information and promotion by displaying the Information Center menu which consists of KMI Registration & Entrance Examination, PMB Unida Gontor, and PMDG Unida Campus Contact. And on the Gontor website, various official social media such as Facebook, Instagram, Email, X, and Youtube are also embedded as well as complete secretariat address information.

2. Tebuireng, Tebuireng.online website is the parent of the education unit owned by this pesantren. The front page has a menu of Profile, Caregiver's Porch, Islam Rahmatan Lil 'Alamin, Risalah, Pena Santri, [PSB], and Online SPP. The appearance of the Tebuireng website offers a variety of very complex content but the impression as an information media is also quite prominent. Tebuireng which has social media is also embedded on its website page.
3. Ar-Raudlatul Hasanah, one of the leading pesantren in North Sumatra, displays a simple website page with Home, Profile, News, Download, STIT Ar-Raudlatul Hasanah and Registration Information. The editorial impression like information media is highlighted on this website so that activities at the pesantren appear active and updated in the form of the latest news. This website page also emphasizes video content by embedding a YouTube account called Raudhah TV. There is a Google Maps embed that shows the location plan of this pesantren. And uniquely, there is a customer relationship management service in the form of a WhatsApp link that is directly connected to the admin and if clicked and interacted in the chat column, the admin immediately responds (fast response).





Picture 7. Gontor Boarding School web page view
Picture 8. Screenshot of Tebuireng Pesantren website



Picture 9. Screenshot of Ar-Raudlatul Hasanah Islamic Boarding School Website

5. CONCLUSION

The role of Integrated Marketing Communication (IMC) in pesantren-based economic empowerment efforts needs to be optimized. IMC as a process that functions in creating and maintaining reciprocal relationships with customers and other stakeholders by strategically controlling and influencing all messages sent and driving dialog with a specific purpose has urgency in supporting pesantren independence as a form of pesantren economic empowerment. In modern times, the implemented marketing communication is required to have great access to the public. Therefore, pesantren that are widely recognized by the public are pesantren that have broad access to information. To realize that and as a step to modernize information and promotion media, pesantren need to have a website content management system or Content Management System (CMS) as a step to optimize integrated marketing communication (IMC) media. Ponpes Mazilah Darussalam as a recently established pesantren has opportunities and challenges to optimize Integrated Marketing Communication as a step to support pesantren-based economic empowerment by utilizing modern communication and information media through the Content Management System. The advantage obtained for pesantren that use the Content Management System website is to improve the performance of information and communication media effectively and efficiently to reach a wider community.

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Financial Literacy Model of Abu Keumala Al-Aziziyah Boarding School Medan

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ABSTRACT

One of the intelligences that modern humans must have is financial intelligence, namely intelligence in managing personal assets, especially in managing personal financial assets. The respondents in this paper are students at Islamic boarding schools, where students are students who live far from their parents who are equipped with knowledge in managing finances and a certain amount of pocket money. Based on the results of the discussion, it can be explained as follows: a person's concept of financial literacy can be seen from his cognitive processes or the knowledge he has in managing finances, and in his attitude towards personal finances which will influence his financial behavior or decisions in managing finances. From the existing theory, it is adapted based on basic knowledge and financial attitudes for teenagers or those aged 13-18 years. The financial literacy model in Islamic boarding schools through values and sharing between people is able to maintain the life of an individual as a social creature who exists in a diverse community environment. This sense of solidarity and kinship will be very necessary to bring students into real life after they no longer live in Islamic boarding schools.

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1. INTRODUCTION

The importance of prioritizing needs is of course to avoid irrational consumption behavior (consumptive behavior) and must also pay attention to their financial capabilities, so that there are no expenses that are greater than income. Therefore, to make the right economic decisions in consumption and avoid a high (luxurious) lifestyle, of course, knowledge of financial literacy is needed. According to Danes and Hira and Chen and Volpe in (Sina and Nggili, 2011: 3) define

financial literacy as knowledge to manage finances. Good financial literacy will make a person consider decisions in using their money.

The focus of research in this idea is boarding school, where students are hereinafter referred to as santri. The school period or the time a student is in the boarding school to study is the first time for most students to manage finances independently without full supervision from parents (Sabri et al, 2010). Santri are in a very crucial period while studying and studying at the boarding school, because they must learn to be financially independent and responsible for the decisions they choose. They are transitioning from dependency to financial independence and must make plans that will affect their future well-being and success.

As with society in general, the needs of santri vary. So that diverse needs provide many changes. These changes can have both positive and negative effects. A positive influence can be seen in financial independence. Meanwhile, this negative influence is closely related to the selected consumption expenditure. Some santri sometimes force themselves to buy goods and services that are beyond their means. What is meant by being beyond their means is buying goods or services that exceed the pocket money sent by their parents.

This situation can also be seen among students at Pondok Pesantren Abu Keumala Al-Ziziyah Medan. Based on initial observations that have been made among the students of this boarding school, students are in a transitional period from dependence to financial independence and must make plans that will affect their welfare and success in the future. The transition period here means that students usually live together with their families without having to think about financial independence. Living separately from the family must make adaptations in the Islamic Boarding School where to study for the welfare and success in the future. Sometimes when they are at the beginning of the month (the beginning of receiving pocket money from parents), students easily spend their money. Meanwhile, if they are at the end of the month (the supply of pocket money is running low), the students must be dexterous in managing their financial patterns.

So in this study focuses on the financial literacy model of santri, which can be described among others: how is the concept of financial literacy? and how is the financial literacy model of Pondok Pesantren Abu Keumala Al-Aziziyah Medan? According to Chen & Volpe's research (in Sina and Nggili, 2011: 3), someone who has good financial literacy will be able to consider decisions in using money and utilizing his time well. Based on the background described above, the researcher is interested in analyzing the title "Financial Literacy Model of Abu Keumala Al-Aziziyah Islamic Boarding School in Medan".

2. METHOD

The method used in this service uses phenomenological research. The researchers aimed to understand and reveal the financial literacy model in the boarding school. This qualitative method with a phenomenological approach allows researchers to observe and analyze financial literacy practices among students naturally and accurately in their environment.

3. RESULTS AND DISCUSSION

a. Concept of Financial Literacy

Literacy comes from the word "litera or letter" which means it involves mastering writing systems and the conventions that accompany them. In another source, The New American

Webster Handy College Dictionary, literacy is defined as reading and knowledge. In addition, literacy is also related to learning. Literacy is defined as the ability of an individual to read, write, speak, calculate, and solve problems at the required level of proficiency, within individuals, families and communities (National Institute for literacy, in Remund, 2010).

Finance is the study of how individuals, businesses, and organizations raise, allocate, and use monetary resources over time, and also calculate the risks involved in carrying out their projects. The term finance can mean: 1) the science of financial and other assets; 2) the management of those assets; and 3) calculating and managing project risks.

According to Garman & Fogue (2010: 4), financial literacy is the knowledge of facts, concepts, principles and technological tools that underlie the smart use of money. Meanwhile, financial literacy according to Huston (2010: 307-308) is defined as a component of human resources that can be used to improve financial well-being. Someone is said to be financially literate, when they have the knowledge and ability to apply that knowledge. Meanwhile, according to Remund (2010: 284) defines financial literacy as: "A measure of the extent to which a person understands key financial concepts, has the ability and confidence to manage personal finances appropriately, both short-term and long-term financial planning, and is aware of changes in economic conditions".

One of the intelligences that must be possessed by modern humans is financial intelligence, namely intelligence in managing personal assets, especially in managing personal financial assets. Gitman (in Khrisna, 2010) states that in general financial management is defined as the process of planning, analyzing and controlling financial activities. One form of application of financial management is personal finance management, which is the process of financial planning and control of individual or family units.

Financial literacy is related to a person's competence to manage finance. The definition of financial literacy according to Mason & Wilson (in Krisna et al, 2010) is a person's ability to obtain, understand, and evaluate relevant information for decision making by understanding the financial consequences. Meanwhile, according to Danes and Hira and Chen and Volpe (in Sina and Nggili, 2011: 3) define financial literacy as knowledge to manage finances. Good financial literacy will make a person consider decisions in using their money.

Financial literacy occurs when an individual possesses a set of skills and abilities that enable that person to utilize available resources to achieve goals. Financial intelligence is not about how much money we make, but about how much money we save and how far it works for us. So a person with high financial intelligence is someone who, when they get older, their money can buy them freedom, happiness, health, and life choices. Conversely, people who are not financially intelligent are those whose bills get bigger and bigger and they have to work harder to pay them. Similarly, people who make a lot of money, but their money does not make them happier.

Financial literacy (reflected by a person's cognitive knowledge and ability regarding finance. The ability in financial literacy can be interpreted as the ability to use their financial knowledge to make decisions. PISA (2010) explains the ability in financial literacy is a cognitive process used to describe students' ability to recognize and apply concepts relevant to finance. Remund (2010) states that the four most common things in financial literacy are understanding budgeting, savings, loans, and investments. Widayat (2010) explains that financial literacy can be measured, among others:

- a. Prepare/plan a budget of income to be received;

- b. Prepare/plan a budget of expenses to be incurred;
- c. Compliance with the expenditure budget plan;
- d. Understanding of the real value of money;
- e. Understanding the nominal value of money; and
- f. Understanding of inflation.

Australian Securities & Investment Commission (in Yunikawati, 2012: 3) that in exploring and knowing how much a person's financial literacy level can use knowledge benchmarks, which include:

- a. One's knowledge of the value of things and prioritization in life;
- a. Budgeting, saving and how to manage money;
- b. Credit management;
- c. The importance of insurance and protecting against risk;
- d. Fundamentals of investment;
- e. Retirement planning;
- f. Utilization of shopping and comparing products;
- g. Where to go for advice and guidance information, and additional support;
- h. How to recognize potential conflicts over utility (prioritization).

From some of the above statements, it can be concluded that an individual's financial literacy can be seen from his cognitive process or the knowledge he has in managing finances, and in attitudes towards personal finance which will affect his financial behavior or his decisions in managing finances. From the existing theory, this is adjusted based on basic knowledge and financial attitudes for adolescents or within the age of 13-18 years.

b. Financial Literacy Model of Pondok Pesantren Abu Keumala AL-Aziziyah Medan

As we know that Islamic boarding schools are the basis of Islamic education in Indonesia with a very large number. According to the origin of the word, pesantren comes from the word "santri" which gets the prefix "pe" and the suffix "an" which indicates a place, so it means a place for santri. Sometimes pesantren is also considered as a combination of the word "santri" (good man) with the syllable "tra" (helpful) so that the word pesantren can be interpreted as a place of education for good people (Zarkasy, 1998: 106).

More clearly and in great detail Madjid (1997: 19-20) explores the origin of the word santri, he argues "Santri comes from the word "sastri" a word from Sanskrit, which means literate, connoted by the literary class for Javanese people due to their knowledge of religion through books written in Arabic. It is then assumed that santri means people who know about religion through Arabic books and or at least santri can read the Qur'an, thus leading to a more serious attitude in looking at religion. Also the word santri comes from the Javanese "cantrik" which means a person who always follows the teacher where the teacher goes to stay (a puppet term) of course with the aim of being able to Pesantren or better known as pondok pesantren can be interpreted as a place or complex of students to study or study religious knowledge to kiai or Koranic teachers, usually the complex is in the form of dormitories or small rooms with buildings that show their simplicity.

Pesantren or better known as boarding school can be interpreted as a place or complex of students to study or study religious knowledge to kiai or Koranic teachers, usually the complex is in the form of dormitories or small rooms with buildings that show their simplicity.

The definition of boarding school terminologically is quite a lot of experts. Some of these experts are:

- a. Dhofier (1994: 84) defines that boarding schools are traditional Islamic educational institutions to study, understand, live and practice Islamic teachings by emphasizing the importance of religious morals as a guide to daily behavior.
- b. Nasir (2005: 80) defines boarding schools as religious institutions that provide education and teaching as well as develop and spread Islamic religious knowledge.
- c. The Writing Team of the Ministry of Religious Affairs (2003: 3) in the book "Pesantren Learning Patterns" defines that boarding schools are between Kyai and Ustdaz as teachers and santri as students by taking place in mosques or in the courtyards of dormitories (huts) to study and discuss religious textbooks by past scholars. Thus, the most important elements for pesantren are the presence of Kyai, students, mosques, dormitories (pondok) and books (kitab kuning). Islamic education and teaching in which interaction occurs.

Dhofier (1994: 44) revealed that pesantren educational institutions have several basic elements that are characteristic of the pesantren itself, these elements include: a) huts or dormitories, b) teaching and learning places, usually in the form of mosques and can take other forms, c) santri, d) teaching religious books, the form is Arabic and classical books or better known as yellow books, and e) Kiai and ustadz.

Islamic boarding schools as traditional educational institutions, in general, do not have a detailed formulation of educational objectives, outlined in a complete and consistent well-planned educational system. However, in outline, the objectives of pesantren education can be assumed as follows:

- a. The general objective is to guide students (santri) to become human beings with Islamic personalities who are able to become Islamic preachers in the surrounding community through their knowledge and deeds.
- b. The specific purpose is to prepare santri to become people who are well versed in the religious knowledge taught by the Kyai concerned and practice it in the community (Arifin, 1991: 110-111).

To realize the above objectives, the pesantren organizes a kitab learning process known as kitab kuning (classical Islamic religious books). In using the yellow Islamic classic books in pesantren, there is no provision that must require certain books, usually this is adjusted to the education system used, some only use the recitation system, without a madrasah system, some have used a classical madrasah system. There are also pesantren that combine the recitation system and the madrasah system in a non-classical manner (Wahid, 1999: 147-148).

The implementation of this book teaching is carried out in stages, from the basic books which are short and simple books, then to the intermediate level and only after completion to the takhasus books, and in teaching methods such as sorogan, bandongan, memorization, mudzakaroh, and majlis ta'lim.

Santri in the world of pesantren are grouped into two types, namely:

- a. Santri mukim are students who live in the hut provided by the pesantren while studying, usually they live in a complex in the form of rooms. One room is usually filled with more than 3 people, sometimes even up to 10 more people.

- b. Santri kalong are students who live outside the pesantren complex, either in their own homes or in the homes of residents around the pesantren location, usually they come to the pesantren when there are recitations or other pesantren activities (Editorial Board, 1993: 105).

As an educational institution, Islamic boarding schools organize formal and non-formal education that specifically teaches religion which is very strongly influenced by the thoughts of scholars (Kyai). The curriculum achieved in boarding schools is centered on the deepening of religious sciences through the study of classical books and the attitude of religious life. So if we talk about the pesantren curriculum. What happens in the pesantren from morning to night is the pesantren education curriculum. To see the pesantren education curriculum, the author first refers to the classification of pesantren to facilitate the classification of pesantren. Rahim (2000: 248) argues that traditional pesantren (salaf) are pesantren whose teaching still uses the sorogan, wetonan or bandongan system without classes and age limits. Regarding the forms of education in pesantren, it is now very varied which can be classified into at least 5 types, namely, among others:

- a. Pesantren that organize formal education by applying the national curriculum.
- b. Pesantren that organize religious education in the form of madrasah and teach general sciences although they do not apply the national curriculum.
- c. Pesantren that only teach religious sciences in the form of madrasah diniyah.
- d. Pesantren that are only a place of recitation (majelis ta'lim).
- e. Pesantren for boarding public school students and university students (Azizi, 2002: viii).

The students who study in one pesantren usually have a strong sense of solidarity and kinship both between students and students and between students and Kyai. The social situation that develops among the santri fosters its own social system, in pesantren they learn to live in society, organize, lead and be led, and are also required to be able to obey and emulate the life of the Kyai, in addition to being willing to carry out any tasks given by the Kyai, this is very possible because they live and live in a complex.

In their daily lives they live in religious nuances, because they are full of religious practices, such as fasting, night prayers and the like, nuances of independence because they have to wash and cook their own food, nuances of simplicity because they have to dress and sleep with what they have. As well as the nuances of high discipline, because of the application of rules that must be upheld at all times, if anyone violates it will be subject to punishment, or better known as ta'zirat such as being shaved, cleaning the bathroom and others.

Basically, santri are students who need learning specifically santri study with deepening in the field of religion. However, in general, santri must also be able to manage and organize life skills, which include financial skills. This is inseparable from the learning that has been obtained both from the family environment and the boarding school environment as a place for students to study. It can be explained fundamentally that students who are equipped with very thick religious knowledge, but to maintain and organize a lifestyle must also pay attention to intelligence in financial matters.

One of the intelligences that must be possessed by modern humans is financial intelligence, namely intelligence in managing personal assets, especially in managing personal financial

assets. The respondents in this paper are santri in boarding schools, where santri are students who live apart from their parents who are equipped with knowledge in managing finances and a certain amount of pocket money.

Financial literacy occurs when an individual possesses a set of skills and abilities that enable that person to utilize available resources to achieve goals. Financial intelligence is not about how much money we make, but about how much money we save and how far it works for us. So a person with high financial intelligence is someone who, when they get older, their money can buy them freedom, happiness, health, and life choices. Conversely, people who are not financially intelligent are those whose bills get bigger and bigger and they have to work harder to pay them.

Similarly, santri who receive a lot of money from their parents, but their money does not make them happier. It can be explained that with a lot of money from parents, the tendency that occurs is difficulty in managing their finances. Sometimes with the pocket money given, the santri only use it for things that are not useful (the tendency to buy food and clothing needs). The findings also prove that sometimes the students, when at the beginning of getting a large amount of pocket money, often make purchases with frequent intensity, on the other hand, if at the end of the shipment (end of the month) tend to reduce their purchases. But what is expected in financial literacy is that students are still able to manage their finances (regardless of the beginning or end of the month of pocket money), even though they are far from parental supervision. Thus, financial literacy or an important understanding of the knowledge of managing finances here is needed.

Abu Keumala Al-Aziziyah Islamic Boarding School in Medan provides a different nuance by following developments in financial intelligence that must be possessed by its students. However, knowledge about religion remains the focus of learning at the boarding school. The santri tend to have a very high level of obedience and obedience to the advice given by the Kyai (teacher), or it can be said that *sami'na wa atho'na* is highly upheld. In the sense that *Insyallah*, the students will obey and obey the orders and advice given by the Kyai or teachers who provide their learning. Respondents who have been used as random informants explained that this is indeed the learning provided at the boarding school. The students on average will obey orders or invitations that come from the Kyai (teachers), this will have an impact when the students have graduated and do not live in the boarding school environment, they are able to apply the learning they have obtained while studying at the boarding school.

In this paper, it presents an understanding of the financial field in boarding schools is also very important as learning. When the students live in the boarding school environment, they already know that the pocket money arrangement from parents is not only to meet their own needs, but there is a learning model provided, namely simplicity and sharing among others. This is quite interesting to be explored further so that it can see the financial literacy model applied in the boarding school environment. The meaning of simplicity, which refers to the financial understanding of pocket money from parents, is a mandate that must be used as well as possible in accordance with the needs that must be met while at the boarding school. For example, buying food, drinks, snacks, and clothing according to what is needed while at the boarding school. Because when the students are in the boarding school, it is not just for fun, but to study knowledge, learn religion, and equip for life. This is also seen when eating, the students are also very upholding simplicity by eating together. Not looking at students who come from parents with more or less financial ability. Keep in mind that simplicity does not mean not being able to

afford it, but it is an attitude of living according to one's ability (not greater expenses with income), and spending according to what is needed according to a priority scale and not consumptive.

The meaning of sharing with each other, which is a teaching that is in accordance with the Qur'an and Hadith. Along with the teachings of the Qur'an and Hadith that must always be forged in various activities. For example, when sending pocket money from the parents of one of the students with a large enough amount or when getting food supplies from parents, the students are expected to be able to share with each other. This meaning is very capable of encouraging hand in hand between students who have parents with more and less financial ability. Sharing will also provide the value of blessings for the sustenance they get, an Islamic teaching that must continue to be nurtured and applied. In addition, sharing also helps to feel the conditions if you are in a position of financial ability below the average. What is no less important is that sharing with others will not reduce the value or amount of wealth that a person has, but will actually increase.

In accordance with this statement which explains that students who study in one pesantren usually have a strong sense of solidarity and kinship both between students and students and between students and Kyai. The social situation that develops among students fosters its own social system, in pesantren they learn to live in society, organize, lead and be led, and are also required to be able to obey and emulate the life of the Kyai, in addition to being willing to carry out any tasks given by the Kyai, this is very possible because they live and live in a complex.

It can be concluded that a good level of financial literacy is able to instill religious values that must be implicitly applied in the joints of community life. Where the financial literacy model in Islamic boarding schools through the value of simplicity and sharing among others is able to maintain the life of an individual as a social being that exists in the diversity of the community environment. This sense of solidarity and kinship will be needed to bring students into real life after they no longer live in boarding schools.

4. CONCLUSION

The concept of financial literacy of an individual can be seen from his cognitive process or the knowledge he has in managing finances, and in attitudes towards personal finance which will affect his financial behavior or his decisions in managing finances. From the existing theory, this is adjusted based on basic knowledge and financial attitudes for adolescents or within the age of 13-18 years. The financial literacy model of Abu Keumala Al-Aziziyah Islamic Boarding School in Medan is largely seen on a good level of financial literacy that is able to instill religious values which must be implicitly applied in the joints of community life. Where the financial literacy model in Islamic boarding schools through the value of simplicity and sharing among others is able to maintain the life of an individual as a social being that exists in the diversity of the community environment. This sense of solidarity and kinship will be needed to bring students into real life after they no longer live in boarding schools.

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Analysis of Economic Empowerment Strategies of Ar-Raudhatul Hasanah Islamic Boarding School Medan

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ABSTRACT

The purpose of this study was to analyze the economic empowerment strategy of the Ar-Raudhatul Hasanah Islamic boarding school through the boarding school-owned business entity (BUMP) in order to improve the economy. In this research method used is descriptive with a qualitative approach. The results of this study indicate that the role of BUMP not only has an impact on improving the economy for pesantren, but is able to make a major contribution to the students who are included in running each existing business unit. And the strategy that can be done in economic empowerment is to provide opportunities for students to develop their potential in doing business. Expanding the target market by opening a business outside the pesantren that seeks to produce as much as possible both in terms of goods and services to be marketed. In order to create advanced economic activities based on sharia principles.

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1. INTRODUCTION

Indonesia, rich in natural resources, has yet to fully compete with other nations, particularly in the fields of economics and human resource development (Al-Mahaali, 2006). One major contributing factor is education. Today, educational institutions are not only focused on learning but also on absorbing students and graduates into the workforce. One such institution in Indonesia that has started to engage in this effort is the Islamic boarding school, or pesantren. Pesantren, as Islamic institutions, play a role in economic empowerment, particularly in empowering the economic

conditions of their students (Hermanita, 2013). However, the recurring issue is the weakness of the economy, which requires business activities or skills to be developed to help the santri's economic conditions (Musa, 2003).

Pesantren were established to meet the demands and needs of the times. This is evident from their history, which shows that pesantren were founded out of a sense of awareness and duty to Islamic preaching, namely to spread and develop Islamic teachings while also producing scholars or Islamic preachers. In the past, pesantren were seen as institutions that solely focused on religious studies. However, over time, as society developed, pesantren have expanded their focus to include not only religious education but also general knowledge in fields such as education, social issues, and economics (Amelia, 2017). This shift broadens the opportunities for pesantren to contribute to development and to address economic challenges in society.

The Pesantren-Owned Business Unit (BUMP) is one initiative that pesantren can adopt to meet economic needs and advance economic empowerment within the pesantren. Many pesantren have established cooperative business units. Empowerment must be implemented with targeted strategies that provide students the opportunity to plan and execute activities designed by the pesantren. The pesantren should offer students the freedom to choose from various BUMP activities that they are interested in, allowing them to develop their skills and prepare to advance the economy around Pesantren Ar-Raudlatul Hasanah Medan (Bustomi, 2017)

However, in the economic empowerment activities at Pesantren Ar-Raudlatul Hasanah Medan, a phenomenon has emerged in the BUMP where some santri are still not involved in BUMP activities. Additionally, there is a lack of facilities within the BUMP for santri to develop their potential. For example, in running the student shop, the students still manually handle all financial management, including profit and loss calculations. Furthermore, students sometimes struggle with financial management in the student shop, as the prices of supplies often fluctuate sharply. In addition, the students lack understanding of how to market products from the BUMP effectively to be well-received by the broader community (Mardikanto & Poerwoko, 2015).

Literature Review

Economic Empowerment

According to Suharto (as cited in Hamid, 2018), empowerment focuses on enhancing the capabilities of individuals or groups with weaker abilities, enabling them to increase their income and access quality goods and services by utilizing and managing productive resources (Mansur, 2022). Empowerment can serve as an effort to fulfill the needs and desires of individuals or groups so that they can achieve their goals. Economic empowerment can be carried out through strengthening distribution control, improving access to wages, and acquiring information and skills.

Empowerment aims to increase the productivity of the community, leading to higher income generation (Lestaru, 2018). The specific goal of economic empowerment in Islamic boarding schools (pesantren) is to foster an entrepreneurial spirit among students (santri) and the community, develop competitive business centers and units, establish Islamic-based microeconomic institutions, and expand economic and financial networks (Syahbudi, 2018). Besides religious education, pesantren also play a role in business ventures, such as agriculture, livestock, and entrepreneurship.

Pesantren-Based Economic Empowerment

Pesantren empower their students through the enhancement of economic competencies (Kasmir, 2013). Upon returning to their communities, students are expected to become role models, particularly in productive economic activities. In modern pesantren, a system of self-sufficiency is

often implemented, particularly in economic matters. Economic independence helps advance the pesantren and strengthens its existence without abandoning traditional systems. This fosters the growth of pesantren that can empower both students and the surrounding community's economy.

With the economic advancement of students and the local community, the broader Islamic economy is expected to flourish, serving as a model for other communities. Pesantren have the potential to become institutions that drive community-based economic activities (Syam, 2005). Thus, an analysis of the institutional strengthening of pesantren's economy is necessary to ensure that the right steps are taken, as the ultimate goal of pesantren economic empowerment is self-sufficiency (Lubis, 2018). Value instillation is key in every action taken by pesantren, including economic empowerment initiatives. The relationship between pesantren and the surrounding community facilitates the establishment of pesantren cooperatives.

Development of Local Resources

(Rowley & Jackson, 2012) state that human resource development is a process of enhancing knowledge, skills, and competencies through learning, leadership, and knowledge management to improve performance (Hartini, 2023). In developing local resources, hundreds or even thousands of students can serve as positive consumers. Additionally, pesantren are supported by the surrounding community, which serves as consumers purchasing goods provided by the pesantren. Therefore, pesantren should act as economic institutions that benefit both internal and external communities (Yuliana, 2019).

By utilizing local resources, pesantren can establish themselves as centers of economic activity. One way to do this is by harnessing the potential of students to drive the economy. Therefore, pesantren should conduct talent or potential tests among students and provide training and guidance (Muslimin, 2019). In addition to religious education, students are also taught organizational management and entrepreneurship skills. This ensures that the students' potential can be maximized to enhance the pesantren's economy and improve the broader Islamic economy (Yunus, 2016).

Economic Empowerment in the Perspective of Islamic Preaching

In Islam, economic matters, particularly trading (muamalah), fall under worldly affairs and carry significant weight in the religion. Islam teaches a balance between worldly and spiritual life (Sudiarti, 2018). Nevertheless, Islam emphasizes ethical conduct in the acquisition of wealth, ensuring the rights of others are respected. In Islamic jurisprudence (fiqh), economic endeavors are closely linked to business activities (Sanrego & Moch, 2016). To improve the economy, Islam motivates its followers to work hard and cultivate a strong work ethic.

Islam essentially advocates for its followers to achieve both material and spiritual prosperity. The Qur'an emphasizes hard work and encourages Muslims to focus on their economic well-being. Capacity building for business unit managers through various training programs is one way to prevent reliance on fate without self-development efforts. Strengthening these capacities is expected to bring progress in entrepreneurial skills among business unit managers, specifically, and to improve the overall economy of the Ar-Raudlatul Hasanah pesantren business units.

2. METHOD

The approach used in this research is descriptive qualitative. Qualitative descriptive research is a type of research that tends to use analysis, namely describing the data as it is using qualitative sentences (Rahmani, 2016). Through a qualitative descriptive approach, researchers need an in-depth study related to the economic empowerment strategy of students at Pondok Pesantren Ar-Raudlatul

Hasanah Medan, with interview and observation data presented according to the informants obtained from the informant source. Data collection techniques are carried out to collect and process data. Researchers collect data through observation and in-depth interviews with teachers and students participating in BUMP, by asking several questions related to the research to complement the data obtained from observations. The data sources used are primary data obtained directly from the Ar-Raudhatul Hasanah Medan Islamic Boarding School through interviews and secondary data obtained through books, journals, previous theses, articles, official websites from the Ar-Raudhatul Hasanah Medan Islamic Boarding School. And in this study using SWOT analysis.

3. RESULTS AND DISCUSSION

Analysis of the Economic Empowerment Strategy of Santri Pesantren Ar-Raudlatul Hasanah Medan

Islamic boarding schools teach students to grow with good manners and morals, they also build new performance by growing and training students to be more independent in managing the financial system. The boarding school takes over the role and function of the santri in the pesantren, besides being educated to become scholarly people, the santri are also trained in doing business in the pesantren by taking a role in the pesantren's business sector. There are several types of businesses managed by the boarding school, both those run inside the boarding school, such as student shops and those outside the boarding school, such as Raudhah Bakery.

SWOT analysis is the systematic identification of various factors to formulate company strategy. This analysis is based on logic by maximizing strengths and opportunities. But simultaneously, it can also minimize weaknesses and threats. This retrieval process is closely related to the development of the company's mission goals, strategies and policies (Arfianti, 2017). Based on the results of interviews conducted by researchers with the Head of BUMP, there are internal strength factors consisting of strengths and weaknesses.:

a. *(Strength)*

1. Pesantren Ar-Raudlatul Hasanah Medan is one of the pesantren that has a Pesantren-Owned Business Field (BUMP) in Medan City.
2. The boarding school has a business inside and outside the boarding school.
3. BUMP has many products and services that are ready to be marketed within the pesantren and to the wider community.
4. The products and quality produced are kept clean and halal.

b. *(Weakness)*

1. Food produced by BUMP Pondok Pesantren does not last long because it does not use preservatives.
2. Less public interest because they are bored with the monotonous products produced.
3. Unstable sales which result in sometimes more goods produced than goods sold.
4. Facilities provided by BUMP are still minimal.

Meanwhile, the analysis of the external environment which consists of opportunities and threats (treath)

a. *(Opportunities)*

1. Santri / nuns The boarding school provides dormitories and worship facilities within the pesantren environment, the students are not allowed permission to leave if they are not interested, so there is a great opportunity for the pesantren to market its products.
2. With the existence of UPT, for example Raudhah Bakery in the boarding school area, it is easier for parents to bring souvenirs for their children.

3. If there is a big event such as a farewell event or Maulid Nabi, the goods produced by BUMP, for example Raudhah Water, can be sold quickly so as to minimize the expiration date..
 4. It is not allowed for students to use cellphones in the pesantren environment so that students have to pay to contact their parents or others through the pesantren's Wartel..
- b. (*Treath*)
1. Unstable prices of goods that sometimes result in high prices so that the goods produced are not sold as a whole.
 2. Lack of specificity of the products sold.
 3. There are many competitors, especially in the business section outside the pesantren.
 4. When the pesantren is on vacation, consumers of BUMP decrease.

Matrix IFAS (*Internal Factor Analysis Summary*)

After determining the internal strategic factors of a company, the next step is to compile the IFAS (Internal Factor Analysis Summary) table into the Company's Strengths and Weakness framework.

Table. 1
Matrix IFAS (*Internal Faktor Analysis Summary*)

No	Internal Strategic Factors Strengths	Weight	Rating	Score
1	Pondok Pesantren Ar-Raudlatul Hasanah Medan is one of the pesantrens that has a Pesantren-Owned Business Field (BUMP) in Medan City.	0,10	4	0,4
2	Pondok Pesantren Ar-Raudlatul Hasanah Medan have businesses inside and outside the pesantren.	0,09	4	0,36
3	BUMP has many products and services that are ready to be marketed within the pesantren and to the wider community..	0,07	3	0,21
4	Products and quality produced from BUMP Pondok Pesantren Ar-Raudlatul Hasanah Medan cleanliness and halalness.	0,10	4	0,4
Subtotal		0,36		1,37
Weakness				
1	Food produced by BUMP Pondok Pesantren Ar-Raudlatul Hasanah Medan does not last long because it does not use preservatives.	0,09	2	0,18
2	Less public interest due to boredom with monotonous products produced.	0,07	1	0,07
3	Unstable sales that result in sometimes more goods produced than goods sold.	0,07	2	0,14
4	Facilities provided by BUMP are still minimal	0,08	2	0,16
Subtotal		0,31		0,55
Total		0,67		1,92

Based on the results of the analysis table of internal strategic factors, namely strengths (Strength) and weaknesses (Weakness) of the boarding school, it shows that the strength and weakness factors have a total of 1.92. Since the total score is below 2.5, it indicates that the internal position of Pondok Pesantren Ar-Raudlatul Hasanah Medan is weak.

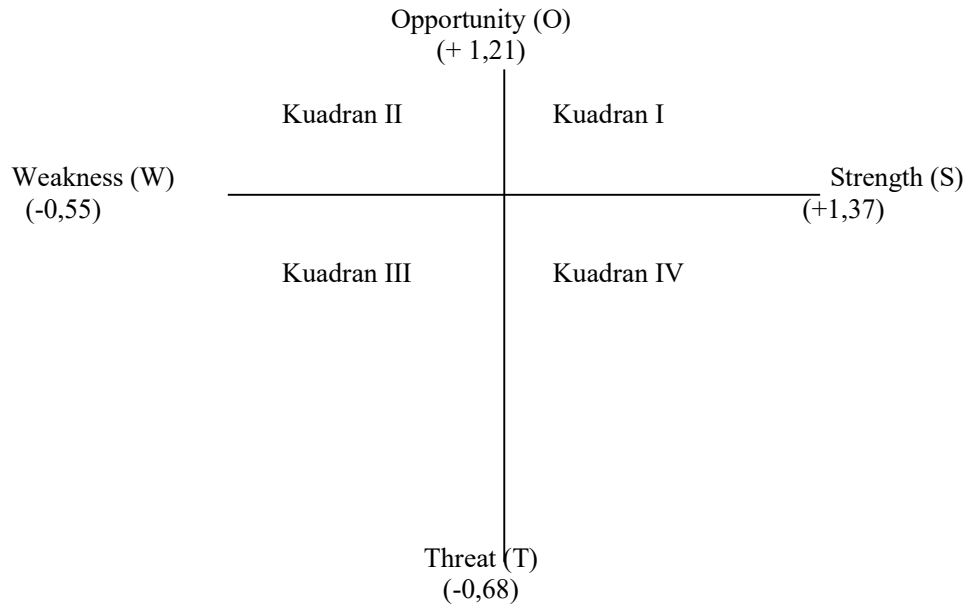
Matrix EFAS (Eksternal Factor Analysis Summary)

Table. 2

Matriks EFAS (Eksternal Factor Analysis Summary)

No	External Strategy Factors Oppurtunities	Weight	Rating	Score
1	Santri / female students of Pondok Pesantren Ar-Raudlatul Hasanah Medan have been provided with dormitories and worship facilities within the pesantren environment, the students are not allowed permission to leave if they are not interested, so there is a great opportunity for pesantren to market their products..	0,10	4	0,4
2	With the existence of UPT, for example Raudhah Bakery in the boarding school area, it is easier for parents to bring souvenirs for their children..	0,07	3	0,21
3	If there is a big event such as a farewell event or Maulid Nabi, the goods produced by BUMP, for example Raudhah Water, can be sold quickly so as to minimize the expiration date.	0,09	4	0,36
4	It is not allowed for students to use cell phones in the pesantren environment so that students have to pay to contact their parents..	0,08	3	0,24
Subtotal		0,34		1,21
Threath				
1	Unstable prices of goods that sometimes result in high prices so that the goods produced are not sold in their entirety.	0,08	2	0,16
2	Lack of specificity of products sold.	0,07	2	0,14
3	There are many competitors, especially in the business section outside the pesantren.	0,09	2	0,18
4	When the boarding school is closed, the customers of BUMP decrease.	0,10	2	0,2
Subtotal		0,34		0,68
Total		0,68		1,89

Based on the results of the analysis of external strategic factors, namely opportunities and threats at the boarding school, a total score of 1.89 was generated. Because the total score in the table above is below 2.5, it shows that it is still unable to respond well to existing opportunities. But it does not rule out the possibility of being able to take and take advantage of opportunities from the economic activities it undertakes. So it can be seen that the difference in the total score of the economic empowerment strategy factors strength (strength) and weakness (Weakness) is (+) 0.82, opportunity (opportunity) and threat (threat) is (+) 0.53.



Gambar. 1: Diagram Cartesius

In the SWOT Cartesius diagram above, it illustrates being in the growth quadrant. This is in accordance with the quadrant position which shows a favorable situation for the pesantren. The strategy that must be applied in this condition is to support aggressive growth policies (Growth Oriented Strategy).

Matrix SWOT

**Table. 3
Matiks SWOT**

	Srength	Weakness
IFAS	1) The boarding school is one of the boarding schools in Medan city. 2) The boarding school has a business inside and outside the boarding school. 3) BUMP has many products and services that are ready to be marketed within the pesantren and to the wider community. 4) The products and quality produced by the BUMP are clean and Halal.	1) Food produced is not durable because it does not use preservatives. 2) Less public interest due to saturation with monotonous products produced. 3) Unstable sales that result in more goods produced than goods sold. 4) The facilities provided by BUMP are still minimal.
EFAS		
Opportunities	Strategy SO	Strategy WO

<p>1) Santri / female students The boarding school has provided dormitories and worship facilities within the boarding school environment, the students are not allowed permission to leave if they are not interested.</p> <p>2) With the existence of UPT, for example Raudhah Bakery in the boarding school area, it is easier for parents or guardians of students to bring souvenirs for their children.</p> <p>3) If there is a big event such as a farewell event or Maulid Nabi, the goods produced, for example Raudhah Water, sell quickly so as to minimize expiration.</p> <p>4) It is not allowed to use cellphones in the pesantren environment so that students have to pay for contacting parents through wartel.</p>	<p>1) Santri / female students have been provided with dormitories and worship facilities within the pesantren environment, the students are not allowed permission to leave if they are not interested. Therefore, there is a great opportunity for pesantren to market their products.</p> <p>2) Islamic boarding schools have businesses inside and outside the pesantren, with the existence of businesses outside the pesantren such as UPT, for example Raudhah Bakery in the Ar-Raudlatul Hasanah Islamic Boarding School Medan area, it is easier for parents or guardians of students to bring souvenirs for their children.</p> <p>3) BUMP has many products and services that are ready to be marketed within the pesantren and to the wider community, if there is a big event such as a farewell event or Maulid Nabi, the goods produced by BUMP, for example Raudhah Water, can be sold quickly so as to minimize the expiration date.</p> <p>4) The products and quality produced by BUMP Pondok Pesantren Ar-Raudlatul Hasanah Medan are kept clean so that parents or guardians who want to visit their children do not worry anymore if they want to bring souvenirs.</p>	<p>1) Food produced by BUMP Pondok Pesantren Ar-Raudlatul Hasanah Medan does not last long because it does not use preservatives, because it does not use preservatives parents or guardians of students who want to visit their children to the pesantren so they don't have to worry anymore to bring food produced by BUMP Pondok Pesantren Ar-Raudlatul Hasanah Medan.</p>
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Threats	Strategy ST	Strategy WT
1) Unstable prices of goods which sometimes result in high prices so that the goods produced are not sold as a whole. 2) Lack of specificity of the products sold. 3) The number of competitors, especially in the business section outside the pesantren. 4) When the pesantren is on vacation, consumers from BUMP decrease.	1) Pondok Pesantren Ar-Raudlatul Hasanah Medan has businesses inside and outside the pesantren, so that even though there are many competitors, especially for businesses outside the pesantren, it is still ready to dominate the market because BUMP also has many products and services that are ready to be marketed both inside the pesantren and for the wider community.	1) With the instability of sales, which results in sometimes more goods being produced than sold, especially if the pesantren is on vacation, consumers from BUMP will automatically decrease drastically. One effort to reduce the risk of accumulating unsold goods requires management from BUMP to produce less goods if the pesantren is closed.

SO strategy is a combination of internal strengths and opportunities. This strategy is made based on the company's way of thinking to take advantage of all existing strengths to take advantage of opportunities:

1. Santri / female students of Pondok Pesantren Ar-Raudlatul Hasanah Medan have been provided with dormitories and worship facilities within the pesantren environment, students are not allowed to leave if they are not interested.
2. Pondok Pesantren has a business inside and outside the pesantren, with the existence of a business outside the pesantren such as UPT, for example Raudhah Bakery in the area of Pondok Pesantren Ar-Raudlatul Hasanah Medan makes it easy for parents or guardians of students to bring souvenirs.
3. BUMP has many products and services that are ready to be marketed within the pesantren and for the community, if there is a big event such as farewell or celebration of the Prophet's birthday, the goods produced, for example Raudhah Water, can be sold so as to minimize the expiration date.
4. The products and quality produced by BUMP Pondok Pesantren Ar-Raudlatul Hasanah Medan are clean and halal.
 - a. ST strategy
The ST strategy is set to maximize existing strengths to overcome threats. The pesantren has a business inside and outside the pesantren, so that even though there are many competitors, especially for the business outside the pesantren, it is still ready to dominate the market.
 - b. WO Strategy
This strategy takes advantage of opportunities and minimizes weaknesses. The WO strategy pursued by the boarding school: food produced by BUMP boarding school is not durable because it does not use preservatives.
 - c. WT strategy
This strategy minimizes weaknesses and avoids threats. The WT strategy pursued by the boarding school is as follows: With the instability of sales resulting in sometimes more

goods produced than goods sold. One effort to reduce the risk of accumulating unsold goods requires management from the BUMP to produce fewer goods if the pesantren will be closed.

Based on the results of the SWOT analysis above, it can be seen that the IFAS matrix shows that the internal economic empowerment strategy factors, namely strengths, have a score of 1.37 and weaknesses (Weakness) have a score of 0.55. This indicates that Pesantren Ar-Raudlatul Hasanah Medan is in such a strong internal position. Meanwhile, the EFAS matrix shows that the economic empowerment strategy factor opportunity has a score of 1.21 and threat has a score of 0.68, which indicates that the Ar-Raudlatul Hasanah Medan Islamic Boarding School can respond to existing opportunities by avoiding threats.

From the results of the Cartesius diagram, it is also shown that Pesantren Ar-Raudlatul Hasanah Medan is in the growth quadrant, which is a quadrant with a favorable situation for pesantren. After combining the SO strategy (strengths and opportunities), strengths will be obtained that are able to take advantage of existing opportunities. The combination of WO strategies (weaknesses and opportunities) shows where the pesantren takes advantage of existing opportunities to minimize weaknesses. Meanwhile, the WT strategy (weaknesses and threats) requires pesantren to minimize weaknesses and avoid threats.

The results of this study are the same as previous research conducted by Muhammad Ibnu Fadli at Pondok Pesantren Nurul Hidayah Bandung Kebumen, Central Java. This research uses a qualitative method described in descriptive form, also reviewed the SWOT analysis method which shows that the pesantren is in the growth quadrant, which is a favorable situation for the pesantren. The strategy carried out is to improve BUMP facilities to facilitate and provide comfort for students so that they can take advantage of opportunities appropriately and minimize weaknesses and threats in controlling competitors who are fairly strong.

4. CONCLUSION

Based on the results of research conducted with the title “Analysis of the Economic Empowerment Strategy of Ar-Raudlatul Hasanah Islamic Boarding School in Medan, it can be concluded that the form of strategy that can be carried out in economic empowerment is to provide opportunities for students to develop their potential in business by providing BUMP. And expanding the target market by opening a business outside the pesantren with products that guarantee cleanliness and halalness and do not use preservatives. Expanding the target market by opening a business outside the pesantren that seeks to produce as much as possible both in terms of goods and services to be marketed.

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The Role of Islamic Boarding School Strategy in Economic Empowerment for Santri at the Darul Ma'rifat Islamic Boarding School

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ABSTRACT

Islamic boarding schools in Indonesia, which number in the thousands, actually have enormous potential in the economic sector. However, the potential of Islamic boarding schools has not been given much attention, either by the government or the Islamic boarding schools themselves. The number of Islamic boarding schools in North Sumatra is 183, one of which is the Dar Ma'rifat Islamic Boarding School in Kelambir Lima Village, Hamparan Perak Village, Deli Serdang Regency. So that the economic empowerment of Islamic boarding schools greatly contributes to improving the welfare of the people of North Sumatra in general and the Islamic boarding school students in particular. This community service provides significant benefits for the students and female students of the Darul Ma'rifat Islamic Boarding School. To achieve a better and more sustainable impact, further efforts need to be made in providing education, mentoring and support in the strategic role of Islamic boarding schools in economic empowerment for students at the Darul Ma'rifat Islamic Boarding School, Kelambir Lima Village, Hamparan Perak Village, Deli Serdang, especially in financial management towards independent Islamic boarding school.

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1. INTRODUCTION

Pesantren is a traditional Islamic educational institution where students live together and study under the guidance of teachers who are better known as kyai and have dormitories for the students to stay. Islamic boarding schools in Indonesia, which number in the thousands, actually have enormous potential in the economic sector. However, the potential of Islamic boarding schools has not been given much attention, either by the government or Islamic boarding schools themselves. So far, the government rarely looks at the economic potential of Islamic boarding schools, because Islamic boarding schools are considered traditional educational institutions that do not have strategic value in the economic field. Meanwhile, most Islamic boarding schools think that economic issues are not the

Islamic boarding school's business because economic matters are worldly problems, so they do not need to be taken seriously.

The majority of experts' perspectives on Islamic boarding schools also say this, that Islamic boarding schools are traditional institutions that operate in the field of traditional education which still maintains the learning of classical books. In fact, if we look at the potential and development of Islamic boarding schools today, as stated by Azyumardi Azra, it is hoped that today's Islamic boarding schools will no longer just play their traditional function, namely; "transmission and transfer of Islamic knowledge, maintenance of Islamic traditions, reproduction of ulama", but also a center for health education, a center for developing appropriate technology for rural communities, a center for efforts to save and preserve the environment; and more importantly, become the center of economic empowerment for the community and its surroundings. Therefore, the function of Islamic boarding schools is not only as a center for cadres of religious thinkers (center of excellence), as an institution that produces human resources (human resources), but is also expected to become an institution that can empower society (agent of development).

Looking at the functions they have, Islamic boarding schools can actually act as intermediary institutions which are expected to become dynamists and catalysts for empowering human resources, driving development in all fields, including the economic sector. With the strength it has, Islamic boarding schools have the potential to empower people, especially in the economic field. Because carrying out economic empowerment is a form of religious da'wah and at the same time implementing the knowledge they have in a concrete (applicative) manner. In Islam, economics is wasilah, not maqashid, so economics is one way to achieve happiness in this world and the hereafter. This is of course in accordance with what Islam teaches that property and economic activities are a mandate from Allah SWT as the absolute owner of everything on this earth, including property, the true owner of wealth. That's why believers are commanded to increase and increase their wealth in ways that are in accordance with Islamic teachings, such as by giving alms, not using usurious means because alms will increase the positive effect on wealth.

The urgency of empowering Islamic boarding school economists is as follows: Islamic boarding schools have a very large contribution as a sub-system of education and socio-cultural development. The economy of Islamic boarding schools has not been supported much by the role of businesses/business units run by Islamic boarding school cooperatives. In general, Islamic boarding schools have not developed economic independence. Islamic boarding schools have not developing the competencies that Islamic boarding schools should take. The activities of Islamic boarding schools are supported mostly by ZISWAF funds, donations from student education and government assistance. The Islamic boarding school curriculum has not yet led to strengthening the sharia economy.

Islamic boarding schools have a significant role in the Indonesian economy, January 2022 data shows that there are 27,722 Islamic boarding schools in Indonesia with a total of 4,175,531 students and adding the management, this almost equals the supply needs of 5 percent of Indonesia's population. One of the great potentials of the Islamic economy lies in Islamic boarding schools which, if mobilized, will become a very powerful giant force. In North Sumatra there are 183 Islamic boarding schools with around 70,000 students. So that the economic empowerment of Islamic boarding schools greatly contributes to improving the welfare of the people of North Sumatra in general.

Darul Ma'rifat Islamic Boarding School is one of the Islamic boarding schools that has carried out economic activities in the form of entrepreneurship carried out by its students and female students, but there are various factors such as a lack of understanding of the basic principles of financial management, a lack of skills in budget planning, and a lack of access to financial education. often becomes an obstacle for students in managing their finances well. In order to improve the welfare of the students at the Darul Ma'rifat Islamic boarding school, we initiated a community service program which aims to provide educational assistance in developing effective strategies for professional financial management. Through this approach, we hope to make a positive contribution in improving the ability of santri to manage their finances better, so that santri and female students can achieve financial stability and increase their economic capabilities. In this context, this article will discuss in depth the Islamic Boarding School Strategy for Economic Empowerment for Santri. The service approach at the Darul Ma'rifat Islamic Boarding School, Deli Serdang Regency. We will explain the service approach method that we apply, as well as the results and discussions of these activities.

This Islamic concept should be used as the basis for Islamic boarding schools to carry out economic empowerment, guide and accompany the community. Thus, the de jure status of property belonging to humans results in the relationship between humans and God having several implications. From here, Islamic boarding schools actually have strengths that Islamic boarding schools can use to empower people in the people's economy. Islamic boarding schools that have direct contact with the community can become a medium for community empowerment in the economic sector.

There are many definitions of community economic empowerment in the literature put forward by experts. Experts use the word "community" to refer to the meaning of "ummah". From a linguistic perspective, empowerment is a translation of empowerment, while empowerment is a translation of empower. According to the Oxford English Dictionary, the word empower has two meanings, namely: (1). to give power or authority to or give power, transfer power or delegate authority to another party; (2) to give ability to or enable or attempt to provide ability or empowerment.

Sumodiningrat stated that economic empowerment is an effort to make the economy strong, large, modern and highly competitive with the correct market mechanism. Because the obstacles to people's economic development are structural obstacles, people's economic empowerment must be carried out through structural changes.

Community economic empowerment is all activities aimed at improving the economic capabilities of the community either directly (for example: providing business capital, economic skills education, providing consumption funds), or indirectly (for example: economic skills education, protection and support for people with conditions weak economy, etc.).

Empowerment refers to the ability of people or groups, especially vulnerable and weak groups, to have the strength or ability to: (a) fulfill their basic needs so that they have freedom; (b) reaching productive sources that enable weak/vulnerable groups to increase their income and obtain needed goods and services; and (c) participate in development and decision-making processes that affect weak/vulnerable groups.

Previous research (Mohammad Nazri., 2015). Islamic boarding schools as an integral part of society have the responsibility to develop and empower society in all fields, including the economic sector. This is a new task for Islamic boarding schools which are currently working in the field of religious sciences. Even though it is still sporadic, it is less coordinated, not institutional and not

accompanied by a clear vision and mission, as well as supporting tools. This role is not easy for Islamic boarding schools which have so far concentrated more on the religious field than on the social field, especially in the economic field. This is a challenge that must be faced by Islamic boarding schools, to change the pattern of da'wah which emphasizes verbal bil method to become a dawah bil hal pattern in the midst of an increasingly complex society.

Another research by Endang Sriyani, (2022 with the title The Role of Edi Mancoro Islamic Boarding School Santripreneurs on the Independence of Islamic Boarding Schools and Society). The economics of Islamic boarding schools has received attention from various parties, especially regarding the many opinions that Islamic boarding schools are traditional educational institutions that are far from modern education models including entrepreneurship. Therefore, this research aims to find out what the santripreneur model is at the Edi Mancoro Islamic Boarding School and its role in the independence of the Islamic boarding school and society. This research is field research with an empirical approach. The data in this research was obtained through observation, documentation and interviews regarding students at the Edi Mancoro Islamic Boarding School and then analyzed using the flow method and Huberman which includes data reduction, display and drawing conclusions. From the results of the research, it can be concluded that the Edi Mancoro Islamic Boarding School has implemented semi-modern education, one of which is santripreneur. The santripreneur model at Edi Mancoro Islamic Boarding School is through economic empowerment of students and the community around the Islamic boarding school. With the existence of santripreneurs in Edi Mancoro, several Islamic boarding school businesses are managed by the students and the community around the Islamic boarding school so that they can help reduce unemployment and provide income for the students and the community around the Islamic boarding school. Therefore, it is important to provide education and assistance to Islamic boarding school students and female students to improve their understanding and skills in managing finances professionally with the business they undertake.

2. METHOD

Our dedication involves several steps, including:

- a) Identify the main needs and challenges faced by Islamic boarding schools in empowering their economy.
- b) Development of training materials that cover the basic principles of financial management, budget planning, transaction recording and smart investment.
- c) Implementation of a series of trainings, individual consultations and group guidance of

3. RESULTS AND DISCUSSION

The results of this service approach activity show an increase in the understanding and skills of santri and female students in managing their finances professionally. Community service participants stated that they felt more confident in making financial decisions and had a better understanding of the importance of planning business activities in the long term. In addition, many of them are starting to implement new practices in recording transactions and managing their daily budgets.

- a) Identify the main needs and challenges faced by students in managing their finances.
- b) Development of training materials that cover the basic principles of financial management, budget planning, transaction recording and smart investment.

- c) Implementation of a series of training, individual consultations and group guidance for female students.
- d) Handing over gifts.
- e) Group Photo Session. Development of training materials that cover the basic principles of financial management.

a) Basic principles of financial management in Islam

Training materials must include an understanding of (1) the basic principles of financial management in Islam, such as justice, honesty, responsibility and avoidance of usury. (2) zakat and infaq, the importance of zakat and infaq in Islam, and how these principles can be implemented in personal and family financial management. (3) managing debts and liabilities in the training materials can discuss Islamic guidelines on managing debts and debts, including the mandatory principle of paying debts according to the agreement and avoiding usury in financial transactions. (4) financial planning material on financial planning techniques that are in accordance with Islamic principles, such as preparing a budget, managing expenses, and planning the future wisely. The importance of saving: discussion of the importance of saving in Islam, as well as strategies for forming consistent savings habits. (5) dealing with financial crises training materials include strategies for dealing with financial crises in everyday life, including Islamic guidance on how to deal with financial difficulties. (6) understand the concept of blessing in finance, an explanation of the concept of blessing in Islam and how the principles of good financial management can bring blessings to a person's life. case studies and discussions: integration of case studies and group discussions in training materials can help participants to understand and apply financial management principles in real-life contexts. (7) evaluation and follow-up, the training material must end with an evaluation session and follow-up plan, where participants can evaluate their understanding of the principles of financial management in Islam and plan concrete steps to apply them in their lives.

b) Budget Planning for Recording Transactions,

Budget planning in Islam: responsible management in Islam, individuals are expected to be responsible for managing their finances. Therefore, preparing a careful and wise budget is part of the obligations taught in religion (Arno, 2019).

- (1) Principles of justice and balance, Islam teaches the principles of justice and balance in managing finances. In preparing a budget, a person is expected to pay attention to the family's basic needs and provide a reasonable portion for various needs, including charity activities and sharing with others.
- (2) Recording transactions in Islam, accuracy and openness, Islam encourages accuracy and openness in financial affairs. Recording every transaction clearly and accurately is part of the financial responsibility taught in religion. In accordance with QS.2.282.
- (3) Avoidance of usury.
- (4) Blessings in finances. Islam teaches the concept of blessing in all aspects of life, including financial matters. By planning a budget and recording transactions well in accordance with Islamic teachings, a person can achieve blessings in their finances.
- (5) Rewards in the practice of goodness, in Islam, every good action done with sincere intentions can bring rewards. which is healthy and ethical in Islam.

c) Smart Investment.

- (1) market research, conduct in-depth market research to understand the latest market demand and trends for the business being undertaken. This will help students determine the right production scale and create an effective marketing strategy.
- (2) the right location, choose a suitable location for the business. The ideal location must have good access, environmental conditions that support business growth, and adequate infrastructure.
- modern technology and equipment: invest in modern technology and equipment to increase production efficiency and optimize business results. this includes digital usage and transactions.
- (3) Risk management: pay attention to risk factors related to the business, such as business trends, price fluctuations and environmental conditions. create a mature risk management plan to reduce the impact of these risks.
- (4) Diversification: consider diversifying the business and efforts carried out by the Darul Ma'rifat Islamic boarding school. Such as selling Islamic boarding school garden products, processing takzil during Ramadan, raising goats, selling goat milk, selling goats for Qurban and Aqiqah.
- (5) Partnerships and networks: build strong partnerships and networks with suppliers, distributors and related financial institutions to support the Islamic boarding school economy. this can help in expanding market reach, gaining access to necessary resources, and obtaining financial support.
- (6) Education and training, invest time and resources in education and training for students. This includes economic empowerment education, training on the best goat cultivation practices, financial management, and the latest technology in animal husbandry and agriculture as well as entrepreneurship.
- (7) Monitoring and evaluation: carry out regular monitoring and evaluation of business performance. review crop yields, operating costs, and other factors that impact profitability. Based on the evaluation results, adjust strategies to improve business performance.

- a. Implementation of a series of training, individual consultations and group guidance for female students.ere are some smart investment ways for students:

Implementation of a series of training, individual consultations and group guidance for students. among them

- (1) Training, training is an effective way to provide new knowledge and skills to students. through training, they can learn best cultivation practices, the latest technology in the industry, financial management, environmental monitoring and other relevant aspects. This training can be held by industry experts, academics, or other related parties who have extensive knowledge and experience in the fields of animal husbandry and agriculture as well as business.
- (2) Individual consultation, individual consultation allows students to get clear and directed guidance according to the needs and challenges they face in the Islamic boarding school economic business that has been initiated so far. In individual consultations, they can ask questions, get solutions to problems they are experiencing, and get recommendations tailored to their situation.
- (3) Group guidance, group guidance allows students to interact and share experiences with fellow students in the business they run. Through group tutoring, they can gain new insights, exchange information about best practices, solve problems together, and build strong networks in economics. Group tutoring can also create a supportive and motivating environment for mutual

growth and development. The benefits of implementing this series of activities are as follows: increasing knowledge and skills: students will gain new knowledge and improve their skills in entrepreneurship, financial management, risk management, and other relevant aspects. this will help them in increasing productivity and efficiency.

(4) Increasing the quality and quantity of production, by applying best practices learned from training, individual consultations and group guidance, students can increase the quality and quantity of their production. This will help them increase income and profits from their business.

(5) Increasing environmental awareness and animal welfare through training and guidance, students will be given a better understanding of the importance of maintaining environmental balance and their welfare. The students will be taught environmentally friendly and socially responsible practices.

(6) Increasing business sustainability, by implementing best practices learned from training and consultation, students can increase the long-term sustainability of their business. they will be able to better face the challenges and opportunities that arise in business, and gain greater profits from their efforts. Thus, implementing a series of training, individual consultations, and group guidance is an important strategy in increasing knowledge, skills, and best practices in the economic empowerment of Islamic boarding schools, as well as advancing the sustainability and economic independence of Islamic boarding school as a whole.

4. CONCLUSION

This Community Service provides significant benefits for the students and female students of the Darul Ma'rifat Islamic Boarding School. To achieve a better and more sustainable impact, further efforts need to be made in providing education, mentoring and support in the strategic role of Islamic boarding schools in economic empowerment for students at the Darul Ma'rifat Islamic Boarding School, Kelambir Lima Village, Hamparan Perak Village, Deli Serdang, especially in financial management towards independent Islamic boarding school. Recommendations for the future include sustainable training programs, the formation of discussion groups, and more massive development of Islamic boarding school resources to support economic and business growth, especially the empowerment of Islamic boarding school students and female students.

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Effective Strategies in Professional Financial Management (A service approach to Penambak Udang in Karang Gading Village)

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ABSTRACT (10 pt)

Effective financial management is an important aspect of business success, including in the fisheries sector such as shrimp farming. Karang Gading Village, Deli Serdang Regency, is one of the main Vaname shrimp farming locations in Indonesia. However, many shrimp farmers in the village face challenges in managing their finances professionally. Through a community service approach, we aim to provide assistance and training to shrimp farmers in developing effective strategies in their financial management. This approach involves a series of trainings, consultations, and guidance on the basic principles of professional financial management. The outcome of this activity is expected to improve shrimp farmers' understanding and skills in managing their finances, so that they can achieve financial stability and improve the sustainability of their business.

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1. INTRODUCTION

The fisheries industry, including shrimp farming, plays a significant role in the Indonesian economy. In Karang Gading Village, Deli Serdang Regency, Vaname shrimp farming is one of the main sectors that provide livelihoods for the local community. Despite its great potential, many shrimp farmers in the village still face challenges in managing their finances professionally. Effective financial management is key in ensuring business sustainability, family financial stability and improved community welfare (Santi et al., 2022). However, factors such as lack of understanding of the basic principles of financial management, lack of skills in budget planning, and lack of access to financial education are often barriers for shrimp farmers to manage their finances well. In order to improve the welfare of the shrimp farming community in Karang Gading Village, we initiated a community service program that aims to provide assistance and mentoring in developing effective strategies in professional financial management. Through this approach, we

hope to make a positive contribution in improving the ability of shrimp farmers to better manage their finances, so that they can achieve financial stability and improve their living standards. In this context, this article will take an in-depth look at effective strategies for professional financial management for shrimp farmers in Karang Gading Village, Deli Serdang Regency. We will explain the method of the service approach that we applied, as well as the results and discussions from the activity.

Previous research (Hartaroe et al., 2016) In Kepuh Legundi village, Tambak sub-district, Gresik Regency, East Java Province, many residents depend on the results of aquaculture. They sort out the pond shrimp specifically vaname shrimp. Because vaname shrimp ponds have a fairly large selling value, the management system is quite short and does not require a fairly large capital. Because it can be cultivated using only an artificial pond of plastic sheeting of 5 m² and only use fresh water. Pond shrimp farmers in marketing only carry out sales to collectors in the village. Next override the price, from the weight and quantity. So that the benefits obtained by pond shrimp farmers are less than optimal and do not match the desired and there is no guarantee or certainty override the price formalized by the container. Strategy for Increasing the Income of Pond Shrimp Farmers in Kepuh Legundi Village Shrimp farming, especially Vaname species, is classified as a type of shrimp that has good business prospects to be developed, in addition to having the potential to be developed Vaname shrimp also has good business prospects. has the potential as a shrimp export commodity that is able to provide foreign exchange from fisheries. Because vaname shrimp is one type of shrimp that has the ability to adapt to low temperature environments. Even the cultivation of vaname shrimp using only tarpaulin ponds is a very good business to be used as a cultivation business whose profit value is very fantastic..

Therefore, it is important to provide assistance and mentoring to shrimp farmers to improve their understanding and skills in professional financial management (Malahayatie et al., 2023). The shrimp farmers also complained to the students, along with the head of the department and Muslimat NU Medan City about the difficulty of finding buyers. Thus, the cultivation of shrimp, which is often referred to as white shrimp, makes the farmers have minimal sales results.

2. METHOD

Our work involved several steps, including:

- a) Identification of key needs and challenges faced by shrimp farmers in their financial management.
- b) Development of training materials covering basic principles of financial management, budget planning, transaction recording, and smart investing.
- c) Implementation of a series of trainings, individual consultations, and group mentorship for the shrimp farmers.

3. RESULTS AND DISCUSSION

The results of this service approach activity showed an increase in shrimp farmers' understanding and skills in managing their finances professionally. The trainees stated that they felt more confident in making financial decisions and had a better understanding of the importance of long-term financial planning. In addition, many of them started to implement new practices in recording transactions and managing their daily budgets.

- 1) Identification of key needs and challenges faced by shrimp farmers in their financial management



Picture of 1. Discussion of challenges faced by vaname shrimp farmers

- 2) Development of training materials covering basic principles of financial management, budget planning, transaction recording, and smart investment



Picture of 2. Submission of financial management material

- 3) Implementation of a series of trainings, individual consultations, and group guidance for shrimp farmers.



Picture of 3. Group guidance and consultation

d) Handover of gifts



Picture of 4. Handover of gifts and mementos

e) Group photo session



Picture of 5. Photo session with service participants

1. Development of training materials covering the basic principles of financial management,

a) Basic principles of financial management in Islam

Training materials should include an understanding of (1) the basic principles of financial management in Islam, such as fairness, honesty, responsibility, and avoidance of usury. (2) the importance of zakat and infaq in Islam, and how these principles can be implemented in personal and family financial management. (3) managing debts and liabilities in the training materials can discuss Islamic guidelines on managing debts and liabilities, including the principle of the obligation to repay debts in accordance with the agreement and the avoidance of usury in financial transactions. (4) financial planning materials financial planning techniques in accordance with Islamic principles, such as budgeting, managing expenses, and planning wisely for the future. the importance of savings: a discussion of the importance of saving in Islam, as well as strategies to form a habit of saving consistently. (5) handling financial crises training materials include strategies for handling financial crises in everyday life, including Islamic guidance on how to deal with financial difficulties. (6)

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understanding the concept of blessings in finance, an explanation of the concept of blessings in Islam and how the principles of good financial management can bring blessings in one's life. case studies and discussions: the integration of case studies and group discussions in the training materials can help participants to understand and apply the principles of financial management in a real-life context. (7) Evaluation and follow-up: The training materials should end with an evaluation session and follow-up plan, where participants can evaluate their understanding of the principles of financial management in Islam and plan concrete steps to apply them in their lives. Perencanaan anggaran pencatatan transaksi,

b) Budget planning in islam: responsible management in islam, individuals are expected to be responsible for their financial management. therefore, careful and prudent budgeting is part of the obligations taught in the religion (arno, 2019).

- 1) the principle of fairness and balance, islam teaches the principle of fairness and balance in managing finances. in preparing a budget, one is expected to pay attention to the basic needs of the family and provide a reasonable portion for various purposes, including charitable activities and sharing with others. the importance of saving: islam encourages the practice of saving as a way to plan for a better future and anticipate possible unforeseen events. thus, including savings in the budget is a practice recommended in islam.
- 2) Recording transactions in Islam: accuracy and transparency, Islam encourages accuracy and transparency in financial affairs. recording every transaction clearly and accurately is part of the financial responsibility taught in the religion.
- 3) Avoidance of usury: recording transactions is also important to ensure that all transactions are carried out in accordance with Islamic principles, including avoiding usury or interest which is forbidden in Islam. monitoring and control: by recording every transaction (OJK, 2024), one can more easily monitor their cash flow and exercise control over spending. this allows one to ensure that their spending is in accordance with the budget plan that has been drawn up beforehand.
- 4) Blessings in finance: understanding the concept of blessings: Islam teaches the concept of blessings in all aspects of life, including in financial matters. by planning a budget and recording transactions properly in accordance with Islamic teachings, one can achieve blessings in their finances.
- 5) Rewards in good practices. in islam, every good action done with sincere intentions can bring rewards. by managing finances responsibly and observing islamic principles, one can earn rewards from allah swt. by understanding and applying the principles of budget planning and transaction recording in islam, one can manage their finances better and in accordance with their religious values. this is part of healthy and ethical financial practices in islam.

c) Smart investment.

Here are some smart investments for vaname shrimp farming:

- (1) market research, conduct in-depth market research to understand the current demand and market trends for vaname shrimp. this will help you determine the right scale of production and create an effective marketing strategy..
- (2) The ideal location should have good freshwater and seawater access, environmental conditions that support shrimp growth, and adequate infrastructure. Modern technology and

equipment: Invest in modern technology and equipment to improve production efficiency and optimize yields. this includes the use of water pumping systems, aerators, waste treatment systems, and water quality monitoring systems. sustainable farming: apply sustainable farming practices to maintain environmental balance and improve shrimp quality. this includes the selection of environmentally friendly feeds, the use of good waste management techniques, and other environmentally friendly farming practices.

- (3) Risk management: be aware of the risk factors associated with shrimp farming, such as shrimp diseases, feed price fluctuations, and environmental conditions. develop a risk management plan to reduce the impact of these risks.
- (4) Diversification: Consider diversifying your investment by combining vaname shrimp farming with other mutually supportive businesses, such as shrimp processing, shrimp feed sales, or fisheries tourism.
- (5) Partnerships and networks: Build strong partnerships and networks with suppliers, distributors, and relevant financial institutions to support your business. This can help in expanding market reach, gaining access to necessary resources, and obtaining financial support.
- (6) Education and training, invest time and resources in education and training for your shrimp farmers. This includes training on best farming practices, financial management, and the latest technology in the shrimp farming industry.
- (7) Monitoring and evaluation: regularly monitor and evaluate the performance of your business. review crop yields, operating costs, and other factors that affect profitability. based on the results of these evaluations, adjust your strategies to improve business performance.

2. Implementation of a series of trainings, individual consultations, and group guidance for shrimp farmers. Implementation of a series of trainings, individual consultations, and group guidance for shrimp farmers. including

- (1) training is an effective way to impart new knowledge and skills to shrimp farmers. through training, they can learn best farming practices, the latest technology in the industry, financial management, environmental monitoring, and other relevant aspects. this training can be organized by industry experts, academics, or other relevant parties who have extensive knowledge and experience in shrimp farming..
- (2) Individual consultations allow shrimp farmers to get advice and guidance specific to the needs and challenges they face in their farming operations. In individual consultations, they can ask questions, get troubleshooting for their problems, and get recommendations tailored to their situation.
- (3) Group mentorship: group mentorship allows shrimp farmers to interact and share experiences with peers in the industry. through group mentorship, they can gain new insights, exchange information on best practices, solve problems together, and build a strong network within the industry. group mentorship can also create a supportive and motivating environment for mutual growth and development. the benefits of implementing this set of activities are as follows: Improved knowledge and skills: Shrimp farmers will gain new knowledge and improve skills in shrimp farming, financial management, risk management, and other relevant aspects. This will help them improve the productivity and efficiency of their farming operations.

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- (4) Improved quality and quantity of production, by applying the best practices learned from the training, individual consultations, and group guidance, shrimp farmers can improve the quality and quantity of their production, which will help them to increase their income and profit from their shrimp farming business.
- (5) Increased environmental and animal welfare awareness through training and mentorship, shrimp farmers will be given a better understanding of the importance of maintaining environmental balance and animal welfare in their shrimp farming operations. they will be taught environmentally friendly and socially responsible practices.
- (6) (6) Improving business sustainability, by applying best practices learned from training and consultation, shrimp farmers can improve the long-term sustainability of their businesses. they will be able to better deal with the challenges and opportunities that arise in the shrimp farming industry, and earn greater profits from their businesses. thus, the implementation of a series of trainings, individual consultations, and group mentoring is an important strategy to improve knowledge, skills, and best practices in the shrimp farming industry, and promote the sustainability and advancement of the industry as a whole.

4. CONCLUSION

Through this service approach, we managed to provide significant benefits to the shrimp farmers in Karang Gading Village. However, in order to achieve a sustainable impact, continued efforts are needed to provide mentoring and support in their financial management. Recommendations for the future include ongoing training programs, establishment of discussion groups, and development of local resources to support the growth of shrimp farmers' businesses..

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3. RESULTS AND DISCUSSION

The results of this service approach activity showed an increase in shrimp farmers' understanding and skills in managing their finances professionally. The trainees stated that they felt more confident in making financial decisions and had a better understanding of the importance of long-term financial planning. In addition, many of them started to implement new practices in recording transactions and managing their daily budgets.

- 1) Identification of key needs and challenges faced by shrimp farmers in their financial management



Picture of 1. Discussion of challenges faced by vaname shrimp farmers

- 2) Development of training materials covering basic principles of financial management, budget planning, transaction recording, and smart investment



Picture of 2. Submission of financial management material

- 3) Implementation of a series of trainings, individual consultations, and group guidance for shrimp farmers.



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- (3) Risk management: be aware of the risk factors associated with shrimp farming, such as shrimp diseases, feed price fluctuations, and environmental conditions. develop a risk management plan to reduce the impact of these risks.
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Effective Strategies in Professional Financial Management (A service approach to Penambak Udang in Karang Gading Village)

- (4) Improved quality and quantity of production, by applying the best practices learned from the training, individual consultations, and group guidance, shrimp farmers can improve the quality and quantity of their production, which will help them to increase their income and profit from their shrimp farming business.
- (5) Increased environmental and animal welfare awareness through training and mentorship, shrimp farmers will be given a better understanding of the importance of maintaining environmental balance and animal welfare in their shrimp farming operations. they will be taught environmentally friendly and socially responsible practices.
- (6) (6) Improving business sustainability, by applying best practices learned from training and consultation, shrimp farmers can improve the long-term sustainability of their businesses. they will be able to better deal with the challenges and opportunities that arise in the shrimp farming industry, and earn greater profits from their businesses. thus, the implementation of a series of trainings, individual consultations, and group mentoring is an important strategy to improve knowledge, skills, and best practices in the shrimp farming industry, and promote the sustainability and advancement of the industry as a whole.

4. CONCLUSION

Through this service approach, we managed to provide significant benefits to the shrimp farmers in Karang Gading Village. However, in order to achieve a sustainable impact, continued efforts are needed to provide mentoring and support in their financial management. Recommendations for the future include ongoing training programs, establishment of discussion groups, and development of local resources to support the growth of shrimp farmers' businesses..

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Business Process Optimization Through the Implementation of Efficient Organizational Management

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ABSTRACT (10 pt)

In the dynamic business environment, companies must continually adapt and enhance their processes to maintain or elevate their competitiveness. This study explores how the implementation of efficient organizational management can optimize business processes and contribute to achieving a competitive edge. Utilizing a focus group and discussion approach, the research involved qualitative data collection through discussions with senior managers, operational staff, and management team members. The study examined key aspects such as adaptive organizational structures, responsive management practices, and the fostering of a supportive work culture. The findings reveal that efficient organizational management is critical for optimizing business processes. Key steps include in-depth analysis of business processes, identification of problem areas, setting clear goals and KPIs, and implementing suitable technology and information systems. Additionally, employee training and development, cultural transformation, and rewards and recognition play significant roles in enhancing performance and efficiency.

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1. INTRODUCTION

In facing the dynamic business era, companies must be able to adapt and optimize their business processes to maintain or even increase competitiveness. The concept of implementing efficient organizational management is a critical foundation in achieving this goal. This theoretical review will detail the theoretical framework that supports an in-depth understanding of how the implementation of efficient organizational management can lead to the optimization of business processes.

Efficient organizational management involves changes in the organizational structure to increase flexibility and responsiveness to market changes. This theory emphasizes the need for openness in internal communication, structured workflows, and the adoption of adaptive management practices to address evolving business challenges (Doe, 2017).

The concept of business innovation is an important element in this context. This theory supports the idea that companies that successfully optimize their business processes are often driven by a culture of innovation that is applied throughout the organization. Efficient organizational management can be a catalyst for innovation by creating a work environment that encourages creativity and collaboration (Drucker, 2014).

The combination of these theories forms a solid conceptual basis for understanding how the implementation of efficient organizational management can be a strategic tool in optimizing a company's business processes. Through this approach, companies can face business challenges more adaptively and responsively, creating a solid foundation for achieving competitive advantage in an ever-changing business environment.

Increasing competition in the modern business world encourages companies to continuously innovate and improve their operational efficiency. In an effort to achieve competitive advantage, the implementation of efficient organizational management is becoming increasingly essential. This article presents a holistic approach to the design and implementation of organizational management aimed at optimizing business processes. First, this study will discuss the fundamentals of efficient organizational management, highlighting the key roles of understanding adaptive organizational structures, measurable management policies, and developing a supportive work culture. The analysis will delve into how these changes can create a more collaborative and responsive work environment to rapid market changes.

Next, the focus will be directed at the practical impact of implementing efficient organizational management on business processes. Aspects such as increased productivity, optimal management of operational costs, and increased customer satisfaction will be outlined in detail. Through an in-depth review of these principles, it is hoped that readers will gain a deep understanding of how efficient organizational management can be a catalyst for achieving business goals.

In order to support readers seeking practical insights, this article will also present case studies, examples of successful implementations, and practical strategies to overcome obstacles that may arise during the organizational transformation process. Thus, this article is expected to be a comprehensive guide for stakeholders who seek to build a strong foundation for business growth through organizational process optimization.

2. METHOD

This study used a focus group and discussion approach to investigate business process optimization through the implementation of efficient organizational management. This method involved collecting qualitative data from group discussions with key stakeholders, including senior managers, operational staff, and members of the management team. The focus of the discussions was on the implementation of efficient organizational management principles, such as adaptive organizational structures, responsive management practices, and the development of a work culture. The data collected was analyzed to identify key themes and practical insights, which were then used to develop strategic recommendations. The findings from this study were also applied in a community service program involving training and workshops to build the capacity of local organizations.

The study population included various organizations from different sectors, with the sample consisting of managerial representatives and operational staff who had implemented efficient management strategies. This approach is expected to provide in-depth insights into how efficient organizational management can optimize business processes and offer practical guidance for improving operational efficiency.

3. RESULTS AND DISCUSSION

Results

The results of this study indicate that the implementation of efficient organizational management is very important in optimizing business processes. Through the focus group and discussion approach, in-depth interviews and case studies revealed that efficient organizational management focuses on optimal resource management—including time, labor, and materials—without sacrificing quality and strategic objectives. This optimization process involves several key steps that have been proven effective in improving company performance and efficiency.

First, in-depth business process analysis is used to identify and understand each step and interaction in the business process. Analysis tools such as flowcharts and process modeling help in visualizing the workflow and identifying areas that need improvement. Next, problem solving identification is carried out to identify potential bottlenecks, time leaks, and inefficiencies in existing processes, allowing organizations to address problems before they develop into major issues.

Discussion

The next step is goal and KPI setting. Setting clear goals related to efficiency, productivity, and quality and identifying measurable KPIs for periodic performance monitoring provide a clear direction for organizations in achieving their goals. The implementation of appropriate technology and information systems supports automation, increases visibility, and encourages collaboration across the organization, making it easier to monitor and manage processes.

Employee training and development is also an important part of this optimization. Providing training that focuses on developing managerial skills and problem-solving abilities improves employees' ability to handle challenges and changes. In addition, changing the organizational culture that supports innovation and active employee participation in decision-making ensures that the organization remains adaptive and responsive to market changes.

Finally, implementing rewards and recognition for individuals or teams that achieve significant results in improving business processes serves as additional motivation, encouraging employees to continue innovating and improving their performance.

By implementing these steps, organizations can achieve maximum business process optimization, improve product and service quality, and respond quickly to changes in the business environment. Integrating efficient organizational management as part of the company's overall strategy is key to achieving long-term sustainability and competitiveness, according to the results and insights gained from focus groups and case studies.

4. CONCLUSION

This study confirms that the implementation of efficient organizational management is a key strategy in optimizing business processes and increasing company competitiveness. Based on the results of the focus group and discussion approach, in-depth analysis and case studies show that efficient organizational management involves various strategic steps that have proven effective in improving performance and efficiency.

Important steps such as business process analysis, problem identification, target and KPI setting, and the implementation of technology and information systems play a crucial role in supporting business process optimization. Employee training and development, organizational culture change, and the implementation of rewards and recognition also play a vital role in creating a collaborative and innovative work environment.

The implementation of these steps helps organizations manage resources optimally, increase productivity, and respond better to market changes. In addition, this strategy strengthens the quality of products and services, and encourages customer satisfaction and loyalty.

By integrating efficient organizational management as an integral part of the company's overall strategy, organizations can achieve long-term sustainability and competitiveness. This study provides

a comprehensive guide for stakeholders to build a strong foundation in facing business challenges and achieving competitive advantage.

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Sharia-Based Zakat Fitrah Management to Support the Mustahiq Economy During Eid al-Fitr

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ABSTRACT

The purpose of this article is to provide an explanation of the management of zakat fitrah, that zakat fitrah is very important to be paid and implemented. A strong understanding of zakat fitrah, an understanding from a religious perspective about zakat fitrah and the obligation to carry it out. This article is also done to find out the values of zakat fitrah and its relation to the socio-economy, so here we will prove its suitability. This article is also theoretical and conceptual in nature where we will present theories about zakat from various sources and look deeper to get appropriate results. Whatever the form, the most important thing is the awareness of the obligation of zakat (muzakki). And know how zakat fitrah affects during Eid al-Fitr.

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1. INTRODUCTION

Mannan (1997) argues that zakat is the economic center of the Islamic State and covers the moral, social and economic fields. Zakat acts as a special tool in Islam to eliminate poverty in society and free the rich from their social obligations to others. . In the moral realm, zakat seeks to eliminate the selfishness and greed of the rich. In the same way, zakat is a method to prevent the concentration of wealth in the hands of a small number of individuals, leading to social inequality, where the rich and the unhoused suffer.

In 1999 related to the administration of zakat. Paragraph 14 of the Article states that "Zakat is paid to Aml-Zakat agencies or institutions deducted from the remaining income tax/income tax of the taxpayer concerned in accordance with laws and regulations". Uz-aifah (2010) argues that the government explicitly established the Amil Zakat Agency (BAZ) as a zakat management organization to overcome the problem of zakat administration. Every aspect of zakat management, including the zakat management standards used by all Indonesia Zakat Management Institutions to offer a uniform

zakat management pattern, is also regulated by the government. The Ministry of Religion of the Republic of Indonesia, the Director General of Islamic Guidance, and the Directorate of Zakat Empowerment compiled this zakat management standard in 2007.

Zakat management plays an important role in managing zakat because it regulates the stages of zakat management. Zakat administration organization to facilitate the collection and distribution of Zakat, so that Indonesia's double burden is not affected by the collection of zakat funds.

Aroyan (et al). Apart from being a command mandated by Allah SWT, zakat has an economic purpose in Islam. In addition to houses that receive zakat income, the economic function from the perspective of the mustahik of zakat recipients will add to the features or assets of the household by providing more purchasing power for each household. In addition, reducing the wealth-poverty gap is another goal of giving zakat to mustahik; When this gap narrows, the welfare of one country will also expand. (Refky) Philosophically and sociologically, zakat is related to the ideals of social justice and is included in policies and ways of improving that concern economic equity, the balance of infrastructure initiatives, and alleviating difficulties. Therefore, the author will research and reveal the influence of zakat fitrah on the economy of the zakat recipients. This interview is expected to get the expected results.

LITERATURE REVIEW

In principle, zakat fitrah is mandatory, but zakat fitrah is also the basis of Islamic obligations. which is explained in the Qur'an: "Take zakat from their treasures (for purification) and purify them and pray for them, for your prayer is peace to them. God is All-Hearing and All-Knowing." (QS At-Tauba:103).

And the Prophet Muhammad also mentioned it in a hadith that reads: "The Prophet PBUH saw that for Muslims, whether slaves or non-slaves, men or women, small or large, it is obligatory to zakat fitrah or dates one sha' or wheat one sha'.' is done before people go to walk to pray (Id)." (HR Bukhari, Muslim, Abu Dawud).

Muhammad Fu'ads in Kitab Al-Lu'lu' Wal Marjan Abdul Baqi explains the amount of zakat given by a Muslim. On the authority of Ibn Umar RA he said: "The Prophet PBUH obliges zakat fitrah one sha' of dates or wheat to every person or slave who is free, male or female, adult or child, from the Muslims." Federation." (HR Bukhari). Meanwhile, in another hadith, Abu Said Al-Khudri RA narrated: "During the time of the Prophet PBUH, we gave zakat fitrah in the form of sha' food, dates, wheat or raisins. " Then, in the era of Mu'awiya and when lolo came and said: "I think one wheat mud is equal to two other wheat mud." (HR Bukhari) .

According to (Ahmad Syafiq), there needs to be an effort to raise public awareness in paying zakat, infaq, shodaqoh and waqf (ZISWAF) which is very urgent, because it is one of Islamic philanthropy in realizing general welfare and social justice, methods with religious values need to be improved on each individual, secondly, it is hoped that the government will be more firm about this law. (Idayanti, 2018). According to Article 1(2) of Law Number 23 of 2011 concerning the Management of Zakat, zakat is a type of property that must be donated by a Muslim or business organization before it can be distributed to people who are eligible to receive it under Islamic law. (Perdana and Tunali, 2020). Mustahiq is an individual who is entitled to receive zakat. As explained in the Qur'an, this means: "Indeed, zakat is only for the poor, those who are entitled to receive zakat, those who have just embraced Islam, the slaves who have been freed, those who have debts, because of Allah and those who travel for religious purposes. They are the ones appointed by Allah and Allah

is All-Knowing and All-Wise. (Chintya and Wahyuni, 2018). The original meaning of zakat is sacred, increasing, blessing, and increasing (Alim, 2015). Innovations in the management of Zakat include (1) the concept of muzaki (zakat payers) between individuals and companies (legal entities), (2) the expansion of zakat obligations (zakat subjects) due to the increase in the number of high-income jobs, and so on. One example is professional income zakat (3) zakat distribution through grants and loans. (Ahmad, Othman and Salleh, 2015); and fluctuations in company assets which are grouped into zakat and non-zakat assets (Muhammad and Saad, 2016).

Scholarships, free medical and medical treatment, free education, and training are examples of zakat distribution programs that cannot be categorized as productive or consumptive (Ali *et al.*, 2014). Considering that it is seen as a difficulty for people in need, modern academics are still divided in the use of zakat for loans. According to different views, zakat can be in the form of interest-free loans (al qardh) that must be returned in the event of bankruptcy. The giving of zakat is based on the Qur'an at Tauba: 60, Sedakat (here means zakat) is (only) for (them) the poor and the poor and those who seek to obtain (funds) and attract (to Islam) and (in) the hearts of the freed people who belong to the Prisoners who are subject and (in) those who have debts and for the benefit of God (those who fight in holy wars) and for the pilgrims (a traveler who is alienated from all), obligations entrusted by God. And Allah is All-Knowing, All-Seeing" (Muhammad and Saad, 2016). It is shown that the word "only" means "restriction" and the letter "lam" in lilfuqor means "belonging", indicating the absolute right to have zakat. (Naz'aina, 2015).

In Islam, the rights of other Muslims, especially the less fortunate, can be traced to property ownership. The collected zakat will be distributed to the group (Asnaf) for special purposes of economic development. The Qur'an (Qs[9]:60) explains the eight categories of zakat recipients who have the right to receive zakat. (Hassan and Noor, 2015). Zakat arrangements have been discussed as a very crucial thing in setting the goals of zakat institutions, because structured and efficient arrangements ensure the optimization of zakat (Widiastuti *et al.*, 2022). The implementation of zakat is good so that Muslims are helped to realize the third foundation of Islam and strengthen its main role as a means of reducing poverty (Rostam and Malim, 2021). Adequate trust between Muslims and zakat institutions is very important, or conversely, prospective zakat payers tend to pay their zakat personally, for example to the poor or needy, rather than through zakat institutions. (Rozzani *et al.*, 2015).

(Ariff, Zarei and Bhatti, 2021) affirms that intention is a predictor of behavioral similarity and shows that intention is expected to predict behavior. Therefore, intention is very important, especially to make zakat payments. (Jaffer, 2022) argues that zakat funds bring benefits as a source of microcredit for their recipients by providing interest-free loans or *gard hassan* or loans that charge a minimum service fee. (Ardani and Pujiyono, 2021) related to the management of the distribution of zakat funds. However, according to him, more capital assistance programs failed than successful recipients. Based on previous research, it is known that zakat institutions have implemented capital assistance programs to help recipients become successful entrepreneurs and change the status of recipients. As the research was made (Jalil and Awang, 2022).

2. METHOD

This study uses a *situational approach* in order to understand and manage the management of sharia-based zakat fitrah to support the mustahiq economy during Eid al-Fitr. The *situational approach*

is used because it allows researchers to study phenomena directly in the field, taking into account the social, economic, and institutional contexts that affect the management of zakat fitrah.

Data Collection Techniques:

1. Observation: The researcher conducts participatory observations in various social and institutional environments related to the management of zakat fitrah. Through this observation, researchers can identify situations, challenges, and opportunities faced in the management of zakat fitrah.
2. In-Depth Interviews: Interviews with key stakeholders, such as zakat administrators, mustahiq, and community leaders, are conducted to collect in-depth primary data on their perceptions and experiences related to zakat fitrah management. This interview helps in understanding how zakat fitrah is managed and its impact on the mustahiq economy.
3. Documentation: Documentation is used to obtain secondary data from various sources, such as annual reports, zakat policies, related literature, and other relevant documents. This data is used to complete the results of observations and interviews, as well as provide a comprehensive overview of the management of zakat fitrah.

Data Analysis Techniques:

Data analysis was carried out using the Miles and Huberman (1984) interactional model which includes:

1. Data Reduction: Simplify and group data that has been collected from various sources.
2. Data Presentation: Organizes data so that it can be further analyzed, for example in the form of matrices, graphs, or descriptive narratives.
3. Conclusion/Verification: Draw conclusions from the results of the analysis and verify the findings with existing data to ensure their validity.

This approach helps researchers understand the specific and dynamic context in the management of zakat fitrah, so that it can provide the right recommendations to improve the mustahiq economy.

3. RESULTS AND DISCUSSION

From research based on interviews with amil zakat in Manunggal village, precisely at the Al-Istiqomah mosque, there can be several results from the researcher's interview with the zakat committee at the time of Eid al-Fitr. The result obtained is that it is indeed very influential between this zakat fitrah and the economy of the zakat recipients, which we call mustahiq zakat. Why is that, because when we look for this data, it turns out that many residents are helped by the distribution of this zakat.

Not only that, the researcher also participated in distributing the zakat to local residents even until it was finished, namely at exactly 23.30 WIB. Although until the evening the zakat committee was very enthusiastic to send the zakat in the form of rice and money. The researcher, when seeing this, came to his heart, the beautiful pleasure of seeing the residents feel happy to receive the zakat. The researcher saw these committees knocking house after house, while saying greetings, and calling the name of the homeowner, the writer's heart was stunned and touched to see the person who opened the door from the homeowner's son. The child was so happy to receive the goods we gave him.

With something that we have given, it turns out to be very useful for them, because usually as soon as they get zakat rice, (the term they use for this package of money and zakat rice) they will immediately cook it, and it can be eaten that night, or also for the next day on the holiday. And the money received is usually used for family needs, they also said "thank God bang, with this zakat rice,

for dinner this and tomorrow it has been fulfilled, there is no need to be confused about looking for it, and the money must also be spent directly for the needs of the children", said NY when interviewed by the researcher. With this, the author can take, namely that it turns out that zakat is of great benefit to the economy, and also in the social, namely prolonging the friendship of fellow Muslims.

From a small scale that is the size of a village, it turns out that with good management, in fact, it produces very significant results, more than that, if the scope is wider, for example, the size of a city or an area with good management, it is not impossible that poverty can be solved, at least the number is reduced.

Documentation



4. CONCLUSION

It can be concluded based on this research, namely with good and correct management in accordance with sharia't, zakat fitrah has a great influence on the community's economy, which is more especially the recipient of zakat or mustahiq, greatly helped by the economy during Eid al-Fitr, this is a good impression and beautiful things due to the cheerfulness of padas when receiving this zakat. Because at that time, which is a big day of the holiday, everyone must want to celebrate, with this zakat, judging from the minimum needs at the time of the holiday, it will definitely be fulfilled. This shows that when other zakat is brought together, Muslims in particular, can be helped and avoid poverty, because the nature of this zakat is from the ummah for the ummah. So it is important for us as taxpayers, aware and willing to spend a little of our wealth to give zakat, with only 2.5% the influence is already very extraordinary, especially than that it certainly has a better positive impact. The point is that in managing zakat in accordance with sharia, God willing, it will greatly help the economy of the zakat recipient. And actually for the obligatory zakat when we take out our property, we don't really just spend but also receive, namely the reward and pleasure of Allah SWT.

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Training to Improve Customer Satisfaction through Product Quality Enhancement

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ABSTRACT

Technological advancements, including those in telecommunications, are rapidly evolving, and mobile phones have become essential tools for various activities, supported by prepaid cards for communication and internet use. In Indonesia, with a population of approximately 261 million and around 231 million mobile phone users, the demand for reliable telecommunication services is significant. Telkomsel, a major telecommunications provider in Indonesia, plays a pivotal role in this sector. Despite high product quality, Telkomsel faces the challenge of maintaining and enhancing customer satisfaction amid rising competition. This study investigates how improving product quality can impact customer satisfaction, focusing on Telkomsel's internet service packages. Using methods such as Coaching and Deep Interviews with students from the State Islamic University of North Sumatra, the research identifies key strategies for enhancing service quality. Results indicate that consistent service quality, competitive pricing, customer feedback integration, and responsive customer service are crucial for maintaining customer loyalty. The study concludes that Telkomsel must continuously improve its service quality to meet evolving consumer expectations and remain competitive.

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1. INTRODUCTION

Technological advancements occur annually, including developments in telecommunications. Mobile phones have become a fundamental necessity for supporting various work activities, enabling the operation of many functions (Yushardi et al., 2022). Prepaid cards are products offered by companies to complement the functionality of phones for communication and internet browsing. With a population of approximately 261 million, Indonesia has around 231 million mobile phone users, making it one of the countries with the highest number of users globally, ranked sixth according to data from The Spectator Index cited by Supriyadi (2018). In 2015, the number of mobile phone

subscribers was recorded at 338 million according to information from BPS (Badan Pusat Statistik) (Ginting, 2019). In addition to serving as a communication tool, mobile phones also have the capability to send SMS, share data, send photos, and access the internet. According to BPS data (2017), the number of mobile phone subscribers in Indonesia increased from 249.8 million in 2011 to 435.11 million in 2017, showing a rise of 49.62% (Putra, 2020). Wireless communication technology in mobile phones has drastically transformed the modern telecommunications landscape, making phones so popular that their numbers surpass the global population (Jagetia, 2022).

Mobile phones' benefits are felt by users when equipped with prepaid cards. Prepaid cards, especially internet data packages, now come in various price ranges according to the quality provided. The quality of a product is crucial as it directly impacts the product's performance and its acceptance in the market. Higher product quality generally leads to greater consumer preference. Telkomsel, as one of the largest telecommunications service providers in Indonesia, plays a crucial role in meeting the communication needs of the public, including in Medan, a major city with significant economic growth. According to a survey by the Indonesian Internet Service Providers Association (APJII), Telkomsel was the most widely used cellular operator in the country at the beginning of 2023. Out of 8,510 respondents, 40.27% used Telkomsel, Simpati, Kartu Halo, or byU, while 33.4% used Indosat Ooredoo Hutchison or Three, 21% used XL Axiata or Axis, and 5.32% used Smartfren. Most respondents (47.5%) chose their cellular operator based on the strongest signal availability in their area, with others selecting based on internet package prices and attractive promotions (26.8%), pre-existing numbers (18.4%), ease of purchasing data packages (6.5%), and other reasons (0.8%). At the beginning of 2023, the majority of respondents (42.2%) spent between Rp10,000 and Rp50,000 per month on mobile internet, and most (49.2%) felt that mobile internet costs were becoming increasingly expensive. This survey was conducted by APJII with 8,510 respondents across 38 provinces in Indonesia from Aceh to Papua Pegunungan, using multistage random sampling and interviews with questionnaires. The data has a margin of error of 1.14% with a confidence level of 95%.

To achieve success in competition, a company must meet its goal of creating and retaining customers. To reach this goal, companies must strive to produce and deliver what consumers need (Abdurrahman, 2016). Prepaid mobile cards have long been recognized by the public as a supportive communication tool for mobile phones, with various brands emerging, including Telkomsel, XL, Three, Indosat Ooredoo, Smartfren, and Bolt. The proliferation of service providers has created competition within the telecommunications sector. Telkomsel, a private company providing information and telecommunications services, remains well-regarded among consumers. Telkomsel's efforts to retain its customers extend beyond product functionality to include brand quality, network coverage, and internet speed, which contribute to customer satisfaction (Telkomsel, 2018).

Similar to humans, brands are also perceived to have personalities, and consumers often select brands that align with their own personalities. Brand Personality is significant as it adds value to a brand in the eyes of consumers and influences customer satisfaction (Rossa, Kumadji, & Hidayat, 2015). Kotler and Armstrong (2008:273) define product quality as the performance quality of a product in fulfilling its function. Companies offering high-quality products create customer satisfaction, with product quality being free from defects and meeting standards (targets, observations, and measurements). Quality reflects all aspects of a product offering that benefits consumers. Product quality is often associated with the product's price (Tjiptono et al., 2008:67). The quality of Telkomsel's offerings, such as signal strength, internet speed, and customer service, is a key factor in determining customer satisfaction. Satisfied customers are more likely to remain loyal and become

long-term clients, which can increase the company's revenue and profits. However, with rising competition in the telecommunications industry, Telkomsel must continually enhance its product quality to meet consumer expectations and needs. Aggressive competitors offering various attractive promotions and improved services present ongoing challenges for Telkomsel in maintaining and boosting customer satisfaction.

2. METHOD

This article uses the Coaching method to enhance understanding and practices related to product quality and customer satisfaction. The training can cover material on marketing techniques, product performance evaluation, and strategies to maintain the product's appeal in the market. It also provides direct guidance to Telkomsel marketers to apply the knowledge and strategies learned. This approach allows for practical application of the training to address existing issues and improve performance. Additionally, Deep Interview is necessary to obtain in-depth information about individual perspectives, experiences, and needs related to product quality and customer satisfaction. This method provides detailed insights into how customers and marketers view Telkomsel's products and services. The data in this article is based on primary data, with the population being students from the State Islamic University of North Sumatra and a sample size of 30 individuals.

3. RESULTS AND DISCUSSION

Results

Based on the community service results, although Telkomsel's internet service packages are already known for their high quality, the company recognizes the need for a deeper understanding of how product quality enhancement can impact customer satisfaction. While the high quality of the product has contributed to significant purchase interest, the company needs to implement more effective strategies to maintain the product's appeal in the market. To address this, a training program titled "Product Quality Enhancement and Customer Satisfaction Management for Telkomsel Internet Service Packages" was designed to improve marketers' understanding of the importance of product quality in attracting and retaining consumers. This training includes an analysis of how product quality improvements affect customer satisfaction and marketing techniques that can leverage quality to increase product appeal. Additionally, the training teaches marketers how to evaluate product performance and make necessary adjustments to keep quality competitive and aligned with consumer-perceived value. The results of the training indicate that with a better understanding of the role of quality, Telkomsel marketers can maintain high purchase interest and optimize sales. The program also provides additional insights for the company on how to use product quality strategically to build consumer loyalty and enhance customer satisfaction. With this strategy, Telkomsel is expected to continue growing and better meet market needs.

Discussion

This finding indicates that companies should focus on improving product quality if they wish to enhance customer satisfaction. High product quality plays a crucial role in building customer loyalty and creating a positive market image. In an increasingly competitive context, consumers have numerous choices and are more likely to select products that not only meet their needs but also provide additional value. Therefore, companies that invest in improving product quality will be better positioned to attract and retain customers. Investment in research and development (R&D) is a key

aspect of enhancing product quality. Through R&D, companies can identify market trends, understand customer needs, and develop innovative products.

Additionally, R&D helps in improving production efficiency and reducing costs, which can ultimately enhance profit margins. For example, by adopting new technologies, companies can produce goods more quickly and with fewer defects, contributing to the overall improvement in quality. Quality control is also an essential element that should not be overlooked. A rigorous quality control process ensures that every product produced meets the established standards. By implementing systematic testing procedures and utilizing customer feedback, companies can identify issues early and make necessary improvements. This not only reduces the rate of product returns but also enhances customer satisfaction, as they feel they are receiving products that meet their expectations. Regular customer satisfaction surveys are also crucial. These surveys provide direct insight into consumer perceptions of the products offered. By collecting data from customers, companies can understand which aspects of their products need improvement and what is already working well.

Additionally, surveys can reveal unmet consumer expectations, allowing companies to continuously adapt to changing market preferences. Customer feedback should be regarded as a valuable source of information for continuous improvement. In the dynamic business world, change is inevitable. Therefore, companies must be responsive to the feedback they receive. This might include changes in product design, enhancements in features, or adjustments in after-sales service. By implementing changes based on this feedback, companies not only demonstrate that they listen to their customers but also show their commitment to providing the best quality. Furthermore, it is important for companies to build strong relationships with their customers. Open and transparent communication can enhance trust and customer loyalty. For instance, companies could hold dialogue sessions with customers to discuss product quality and gather direct input. Through this approach, companies can create a more engaged and loyal customer community.

4. CONCLUSION

Based on the findings of this article, to enhance customer satisfaction through product quality improvement in Telkomsel's internet service packages, the company needs to implement several strategic measures. First, Telkomsel must ensure that the internet service packages offered provide speeds and stability that meet users' needs. By regularly upgrading network infrastructure and technology, Telkomsel can ensure consistent and reliable service. Additionally, offering a variety of packages with competitive pricing that fits customers' budgets, such as special packages for students or budget-friendly plans, can attract more customers. Integrating customer feedback into product development is also crucial to understand what users need and want. Providing responsive and friendly customer service will strengthen customer trust and satisfaction, ensuring that any issues or inquiries are addressed promptly and effectively. With these measures, Telkomsel can improve the quality of its internet services, which in turn will enhance customer satisfaction and loyalty.

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Enhancing Public Awareness about the Impact of Boycotts on Purchasing Decisions for Vaseline Products

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ABSTRACT

This article discusses the impact of boycotts on Vaseline products triggered by the Israel-Palestine conflict and the strategies that can be applied to address this issue. The prolonged conflict in Gaza and international support for Palestine have spurred boycott movements, including in Indonesia, as reflected in the Fatwa of the Indonesian Ulema Council (MUI). The primary focus of this research is on the methods of outreach and collaboration in managing the impact of boycotts on Vaseline products. The outreach method aims to educate both the company and consumers about the effects of boycotts and effective communication strategies. Collaboration with influencers and communities helps the company improve its brand image and strengthen its relationship with consumers. The results of this outreach indicate that while the company and consumers have gained a better understanding, strategic steps are still needed to improve brand image and effectively manage the impact of the boycott. The decline in sales and Unilever's stock price, which includes Vaseline products, highlights the tangible effects of the boycott, emphasizing the importance of communication strategies and positive campaigns to restore brand reputation and boost consumer trust.

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1. INTRODUCTION

The conflict between Israel and Palestine has escalated following Hamas's attacks on Israel in southern Gaza. These attacks are seen as a response to years of pressure and attacks experienced by Palestinians from Israel (Khan, 2011). Palestinians in Gaza frequently face aid blockades, power and water shortages, and deteriorating living conditions due to Israeli actions (Satria, 2023). One way the global Muslim community has shown support for Palestine and condemned Israel is through boycotting companies that support Israel. Boycott actions involve rejection, prohibition, prevention,

hindrance, or redirection. Specifically, a boycott is the refusal to purchase a product, but generally includes various actions that demonstrate strong disapproval (Deariqra Ziljani, 2021).

Globally, mass movements, including the Boycott, Divestment, and Sanctions (BDS) movement, actively campaign for boycotts and social sanctions against brands, industries, or companies that support Israeli occupation in Palestine (Wibowo et al., 2022). Indonesia has also adopted a boycott policy against products related to Israel, as outlined in Fatwa Number 83 of 2023 issued by the Indonesian Ulema Council (MUI). This fatwa was issued in support of the Palestinian struggle and in response to aggressive actions by Israel, including annexation of Palestinian territories, eviction of civilians, and in support of global humanitarian efforts to assist Palestine (Fajri & Rosyadi, 2024).

One example of a brand involved in boycott actions is Starbucks, the world's largest coffee company based in the United States (Gusnadi et al., 2022). The hashtag #boycottstarbucks has been mentioned approximately 16,000 times on social media in the past 30 days, with a total of 167 million views according to TikTok Creative Center data (CNBC Indonesia, 2023). The high level of boycott against Starbucks reflects the significant impact of the issue online, indicating the strength of support or opposition to the brand. Despite the hashtag's popularity, sentiment analysis shows that most responses are negative, with many users expressing dissatisfaction with Starbucks's decisions. Some consumers are even directly avoiding Starbucks products in response to the issue, showing that the boycott is not only symbolic online but also affects actual consumer behavior. The potential long-term damage to Starbucks's image due to this boycott campaign is estimated to exceed \$11 billion, with a stock price decline of 8.96% since November 16, 2023. The boycott led by Starbucks Workers United also plays a significant role in expressing solidarity with events in Palestine since October 2023 (Nurhadi, 2023). Starbucks's stock price has fallen since mid-November 2023. The price was \$97.02 on Wednesday (12/6/2023), up about 1.5% from the previous day. However, this price is still 6.7% lower than the previous month (Ahdiat, 2023).

In addition to Starbucks, which operates in the food and beverage industry, there are also products in the beauty and care industry being boycotted. One such company is PT Unilever. PT Unilever Indonesia is an international company that sells various consumer products across countries to meet daily needs for nutrition, health, and well-being, with products that promote well-being, beauty, and increased life satisfaction (Rosmawati & Hasibuan, 2020). However, in 2023, PT Unilever has been a hot topic. The ongoing conflict between Israel and Palestine triggered calls to avoid or boycott Unilever products in Indonesia. This call was fueled by negative rumors on social media that Unilever products are linked to Israel. Social media revealed that Unilever products are associated with Israel. The boycott against Unilever Indonesia has impacted the company's reputation and sales, particularly in Indonesia (Firman, 2024).

In 2022, PT Unilever achieved net sales of IDR 41.22 trillion, but in 2023, PT Unilever experienced a 6.3% decrease in sales to IDR 5.36 trillion and a 10.5% decline in profit to IDR 4.8 trillion. This drop in sales indicates that the boycott actions have contributed to the decline. In addition to sales, PT Unilever also experienced a decline in stock price. According to Goodstats, in May 2023, PT Unilever's stock price was IDR 4,420 per share, but on May 21, 2024, it was recorded at IDR 2,880 per share. It is evident that PT Unilever has faced declines in sales, stock prices, and exports due to the boycott actions resulting from the Israel-Palestine conflict (Riswan, 2024).

One of PT Unilever's products is Vaseline, a hand and body lotion with a significant presence in Indonesia and recognized globally by Indonesian consumers (Rosa Indah et al., 2020). Students are among the prominent users of Vaseline hand and body lotion. They always want to look attractive, which is why students are a potential market for Vaseline hand and body products (Rosa Indah et al.,

2020). According to the Top Brand Award, several body care products have been popular among consumers over the past five years, with Citra consistently ranking first as the most used or purchased body care product. Marina follows as second, although it experienced a decline in 2022 and 2023, while Vaseline has consistently ranked third and saw a significant drop in 2024. From 2020 to 2023, Vaseline's sales increased, but in 2024, it reached a low of 12.80%. This decline could be attributed to various factors, including the boycott, which affects consumer purchasing decisions. This is evident from consumers who continue to support the boycott either directly or through platforms like Instagram, Twitter, and TikTok, leading many to seek alternative products to support the boycott. The boycott movement has reached a level of success, as evidenced by the decline in sales for companies affiliated with Israel, especially Unilever, which owns Vaseline. Many consumers are continually searching for alternative body care products and seeking recommendations from peers. Comments on platforms like X support this.

Ongoing consumer boycotts can influence consumer perceptions to avoid repeat purchases of the product (Tanoto & Goh, Thomas Sumarsan, 2021), and seek recommendations for alternative products from peers. If consumers are motivated to buy alternatives, it is influenced by their perceptions of the situation they face (Tanoto & Goh, Thomas Sumarsan, 2021). Therefore, if consumers have a negative perception of Vaseline, their views on Vaseline will remain unfavorable. In addition to perceptions of Vaseline, PT Unilever's image will also be negatively affected in the eyes of consumers.

2. METHOD

This article employs the method of education and training, which plays a crucial role in providing the necessary information to understand the boycott issue against Vaseline products. This method is designed to educate both companies and consumers about the impact of the boycott on purchasing decisions. For companies, the training will cover how to effectively respond to a boycott, including communication strategies to explain the company's position and efforts made to address consumer concerns. For consumers, the training aims to enhance their understanding of how to make informed purchasing decisions, thus avoiding involvement in buying products that are being boycotted. Another method used is collaboration with influencers and communities. This strategy is effective in addressing the impact of the boycott on Vaseline products. Companies can partner with influencers to improve their brand image and convey positive messages to consumers. Influencers can help clarify the company's position and demonstrate its commitment to values relevant to consumers. Additionally, collaborating with communities that care about social issues can strengthen the company's efforts to improve its image and build positive relationships with consumers. This article uses primary data. The population for this study consists of Vaseline body lotion users residing in Medan and its surroundings, with a sample size of 37 individuals.

3. RESULTS AND DISCUSSION

Results

Based on the community service results, it was found that both Vaseline and its consumers have not fully understood the impact of the boycott on purchasing decisions. This has led to a lack of effective strategies for handling the boycott and purchasing decisions not based on accurate information. Therefore, a training program titled "Strategies for Handling Boycotts and Educating

Consumers about the Impact of Boycotts on Purchasing Decisions" is needed to provide knowledge and strategies to both parties.

The training for the company aims to provide guidance on how to effectively manage and respond to boycotts, including clarifying their involvement in related issues and strategies to improve brand image. Meanwhile, for consumers, the training aims to provide an understanding of the importance of making purchasing decisions based on accurate and clear information, as well as the potential impact of buying products that are being boycotted. By doing so, the company can proactively address the impact of the boycott, reduce negative effects on sales, and maintain good relationships with consumers. Consumers, on the other hand, can make more informed decisions and avoid purchasing products that are being boycotted.

Through the conducted training, both the company and consumers now have a better understanding of boycotts and their impacts. The company can implement more effective strategies in responding to and managing boycotts, while consumers can make wiser purchasing decisions. The results of the training indicate that by providing appropriate education to both parties, the company can improve its brand image and increase sales, while consumers can make more informed purchasing decisions.

Discussion

Consumer perception plays a crucial role in determining purchasing decisions. How consumers view a product or brand is often a major factor influencing their choices. Various elements shape this perception, including the product's quality, the brand image built through marketing strategies, reviews and recommendations from other users, and the consumer's personal experience with the product. When consumers have a positive view of a product or brand, they are more likely to decide to purchase it. This is supported by statistical data showing that a path coefficient of 0.811 indicates a strong impact of consumer perception on purchasing decisions. The influence of consumer perception on purchasing decisions cannot be ignored, especially in a highly competitive market. Companies that can build a positive perception through high-quality products, effective brand communication, and satisfying customer service are better positioned to attract consumer interest. A path coefficient of 0.811 reflects the significant impact of this perception in determining whether a consumer will buy a product or not.

In other words, positive perception can significantly increase the likelihood of purchase. To better understand the importance of consumer perception, companies need to delve into how these various factors work. Product quality, for example, is a fundamental aspect of consumer perception. A high-quality product not only meets consumer needs but also exceeds their expectations. When consumers are satisfied with the product's quality, they will develop a strong positive perception, which in turn increases the likelihood of repeat purchases and brand loyalty. Consistent product quality can also create a strong brand image, which is another important aspect in shaping consumer perception.

Brand image itself plays a strategic role in shaping consumer perception. A brand that presents a strong image, such as being innovative, can attract consumers who value innovation. This image is created through various communication channels, from advertising to social media campaigns. Companies that consistently convey their brand messages tend to successfully create a positive perception in the minds of consumers. A positive brand image not only boosts consumer trust but also directly influences purchasing decisions.

Reviews from other customers also have a significant impact on consumer perception. In the digital age, consumers often look for online reviews before making a purchasing decision. Positive

reviews can reinforce a positive perception, while negative reviews can undermine it. Therefore, online reputation management is increasingly important for companies. Effectively managing reviews and proactively addressing customer complaints can help maintain a positive perception among consumers.

Personal experience with the product is also crucial in shaping perception. This experience encompasses the entire interaction with the product, from the purchase process to daily use. Consistent positive experiences will reinforce a positive perception, while negative experiences can damage the brand's image. Therefore, companies must ensure that every aspect of the consumer experience, from customer service to product quality, meets or exceeds consumer expectations.

4. CONCLUSION

Based on the results of this article, it is found that Vaseline products under Unilever's management, in response to the boycott issue, need to take strategic steps to maintain brand reputation and consumer trust. First, the company should conduct a thorough assessment of the root causes of the boycott, whether related to business ethics, environmental impact, or other social issues. After understanding the core issue, Unilever needs to communicate transparently with the public, explaining the company's position and the steps taken to address consumer concerns. Unilever can also strengthen positive campaigns that include promoting the company's sustainability efforts, social contributions, consumer-beneficial innovations, or reaffirming the company's commitment to values that align with public expectations. This may involve charitable activities or engaging influencers and media to spread messages that support the company's positive image.

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Analysis of the Implementation of Microsoft Word to Make Student Tasks Easier Through the Instagram Stories Feature

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ABSTRACT

This investigates the impact of Microsoft Word on people's tasks and needs, with a focus on students. A mixed-method approach (quantitative and qualitative) was used, collecting data through Instagram story features (voting, quizzes, etc.) from 60 respondents (mostly students). The results indicate that Microsoft Word significantly helps people, especially students, with their tasks. Examples of tasks completed using Microsoft Word include essays, research papers, articles, journals, and reports.

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1. INTRODUCTION

To this day, the development of information and communication technology plays a very rapid role in helping society. Even in the world of education and learning, sophisticated technology means that educators no longer carry out learning by writing boring material on a blackboard. In this case, word processing applications are often a reference for someone for use that requires less time. Understanding technological science is not only used as a response to current developments, but also as an obligation for educators to fulfill these competencies as learning for students.

A word processing application is software specifically designed to process words. Word processing applications are one of the most needed programs and are widely used in various areas of life, such as education, social and economic, finance, government, health and others. With this application, you get access to work on various documents such as reports, proposals, articles, brochures, booklets, written works, correspondence, and so on.

There are various kinds of word processing applications in software that are both paid and free. Some well-known word processing applications include Microsoft Word, WordStar (WS),

WordPerfect (WP), AmiPro, Kwrite, AbiWord, StarWriter, OpenOffice.org Writer, Notepad, Wordpad, and others. Using word processing applications can create a systematic and interesting learning process. Technological developments, especially for students, aim to optimize the use of easy applications.

Microsoft Word is a software tool that is used to process words and data. This application was first published in 1983, initially using the name Multi Word which was then developed again by various operating systems. Microsoft Word allows users to not only combine several words, but also images and diagrams. Microsoft Word is also the application most often used in teaching and learning activities so this word processing application is not only used in universities. Using Microsoft Word is also able to minimize errors in writing and reduce the use of paper which can damage the environment.

As a student, you are certainly faced with assignments that are no longer done by hand but digitally. In fulfilling their assignments, students are often advised to use word processing applications to carry out and fulfill assignments in order to complete the tasks given. Creating documents often becomes a mandatory task for today's students, until it becomes a daily habit for them to do. The documents in question can be proposals, written works, assignments, observations, and so on with the aim of making them better, more interesting and professional. Of course, this can be overcome in an easy way, namely by using Microsoft Word.

This also proves that the use of technology in higher education has been carried out optimally, although not yet comprehensively. This is because word processing applications really help the learning process, especially educators in creating learning materials. With the existence of Microsoft Word, it is hoped that fulfilling assignments will no longer be a burden on students or teaching staff because of the ease of technology. It's just a matter of how we keep up with this never-ending technological era. In this way, this article is intended to examine how important the implementation of Microsoft Word is in helping to ease human work, especially in fulfilling assignments carried out by students.

2. METHOD

This research was carried out by combining quantitative and qualitative methods, where quantitative is research where information data is conveyed in the form of numbers or figures for analysis, and qualitative is a research method that uses descriptive data in the form of written or spoken language from a person or actor who can be observed. This research data was collected using open and closed questionnaire techniques, namely by asking a number of questions via the Instagram account @rikawldr_ in light language to a number of participants with questions and detailed answer choices as follows:

1. What is your status?
 - Student
 - Student
 - General
2. Do you often use Microsoft Word?
3. Does Microsoft Word really make your work easier?
 - Yes, quite lightening
 - Yes, very lightening
 - Not at all

4. What do you usually use Microsoft Word for?

For the first question, this was done using a feature in Instagram stories aimed at creating a quiz, the second question also used the slider feature, the third question used the vote count/voting feature, and the fourth question used a question feature that was later answered with responses (in the form of an open questionnaire).

3. RESULTS AND DISCUSSION

By using Instagram features, researchers asked several questions in Instagram stories which were answered by 60 respondents from 139 participants in a span of 12 hours. On average, respondents came from among students with details of 48 accounts, for students consisting of 2 accounts, and those with general public status (not students and college students) consisting of 10 accounts, this is known through the answers given to the question, "What is your status?" ?".

Based on these details, researchers used the voting feature with the question, "Does Microsoft Word really make your work easier?" This question received the highest response in the second option which stated that Microsoft Word really made their work and assignments easier, including for students. This second option achieved a voting result of 55% with a total of 33 votes, the first option (Yes, quite lightening) was 40% with a total of 24 votes, and the last option (Not at all) was 5% with a total of 3 votes.

As for the question "Do you often use Microsoft Word?" asked via the slider feature which was responded to by 31 accounts from 60 respondents and 139 participants. The average answer from the results of this slider is almost close to the finish line, an estimate of $\frac{3}{4}$ of 100%. The slider results are attached in Figure 1.1 below:



Figure 1.1 Slider results for the question "Do you often use Microsoft Word?"

Then, the question "Usually, what do you use Microsoft Word for?" was asked through the question feature in Instagram stories which received 27 responses from 60 respondents and 139 participants. This question was dominated by responses that stated that they used Microsoft Word to complete tasks such as papers, proposals, resumes, writing materials for Powerpoint, making learning notes, and so on. Through the researcher's observations, this was conveyed by several accounts who stated that they were students in the previous question.

Other responses stated that respondents also used Microsoft Word to prepare teaching materials, prepare accountability reports, scientific works, write short stories, write news, as well as various other responses. This is attached in the following figure 1.2 attachment:

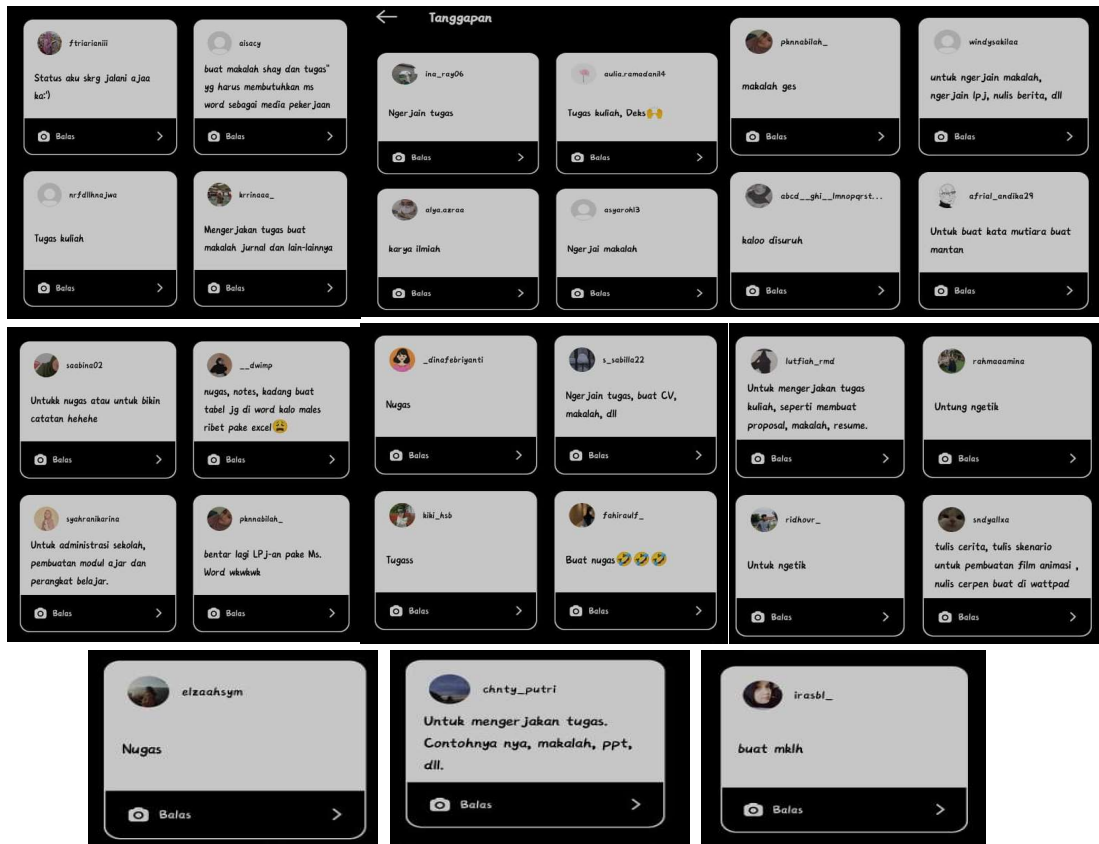


Figure 1.2 Respondents regarding the question, "What do you usually use Microsoft Word for?"

With the results of the questionnaire described above, it can be stated that Microsoft Word has a big influence in completing student assignments. With the respondents' responses regarding how often they use Microsoft Word, the true goal of the technology was achieved. Where as many as 55% of respondents stated that Microsoft Word really made their work easier in completing tasks that they, especially students, needed to complete quickly. The aim of technology stated previously is to make human work easier, especially for students who are the objects of this research.

By using Microsoft Word in their assignments, they convinced researchers that Microsoft Word does not only have that benefit. This is in line with what Adella Eka Ridwanti said on the Dianisa.com web page, that there are many more benefits than Microsoft Word, namely as follows:

- Making communication easier, Microsoft Word makes people less dependent on paper and typewriters to communicate.
- Can be used to create documents, ranging from formal, semi-formal and informal documents.
- Microsoft Word can make documents more attractive and easy to read with its many features, starting with font types, colors, writing size, and others.
- Microsoft Word also provides table features and can also insert images easily.
- Microsoft Word also minimizes the effort involved in writing errors, such as not having to start over from the beginning if a writing error occurs.

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- f. Microsoft Word reduces paper waste and minimizes paper usage.

In other sources, it is also stated that Microsoft Word really makes a person's work easier. Fuad stated in fuadalfatih.blogspot.com, that the benefits of Microsoft Word certainly make it easier to complete work, he believes that with the Microsoft Word application we (students) are greatly helped in completing all work which cannot be denied, even though it is just for fun in writing, calculating in tables, to creating images in Microsoft Word. A small example of the use of features in Microsoft Word is that we can create lines with various options with just one or two mouse clicks and move them.

The second function stated by Fuad is to save time. It is clear that the existence of the Microsoft Word program can save processing time compared to a typewriter. With Microsoft Word we can also use copy paste or mail merge to create mass letters. In other sources, there is also the same statement that Microsoft Word really makes human work easier.

In the journal published by the Master of Science Service with the title Introduction and Application of Microsoft Word and Microsoft PowerPoint at SMA Negeri 1 Praya Tengah, Ahadia and friends wrote that the advantage of Microsoft Word is that it helps shorten the time in doing assignments. Another advantage that Microsoft Word has is that it helps improve the writing on the document you are working on. In his research, he carried out Independent Service at SMAN 1 Praya Tengah and provided training regarding the introduction of Microsoft Word in the area, which was responded enthusiastically with evidence of evaluation results of 85% being able to complete assignments and questions regarding the use of features in Microsoft Word well.

4. CONCLUSION

In this research, it was concluded that Microsoft Word really made students' tasks easier. Not only that, Microsoft Word also makes the work of students and the general public easier. From this research, it was also found that Microsoft Word is not only used for doing assignments, but also for preparing teaching materials, preparing Accountability Reports, Scientific Work, writing short stories, writing news, and so on.

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