

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

Fahmil Padillah¹, Muhammad Yafiz², Isnaini Harahap³, Marliyah⁴, Sampurno Putro⁵
^{1,2,3,4,5} Faculty of Islamic Economics and Business, Universitas Islam Negeri Sumatera Utara, 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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Corresponding Author:

Name: Fahmil Padillah

Department: Islamic Economics

Faculty: Faculty of Islamic Economics and Business

Afiliasi: Universitas Islam Negeri Sumatera Utara

Email: fahmilfadillah67@gmail.com

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.

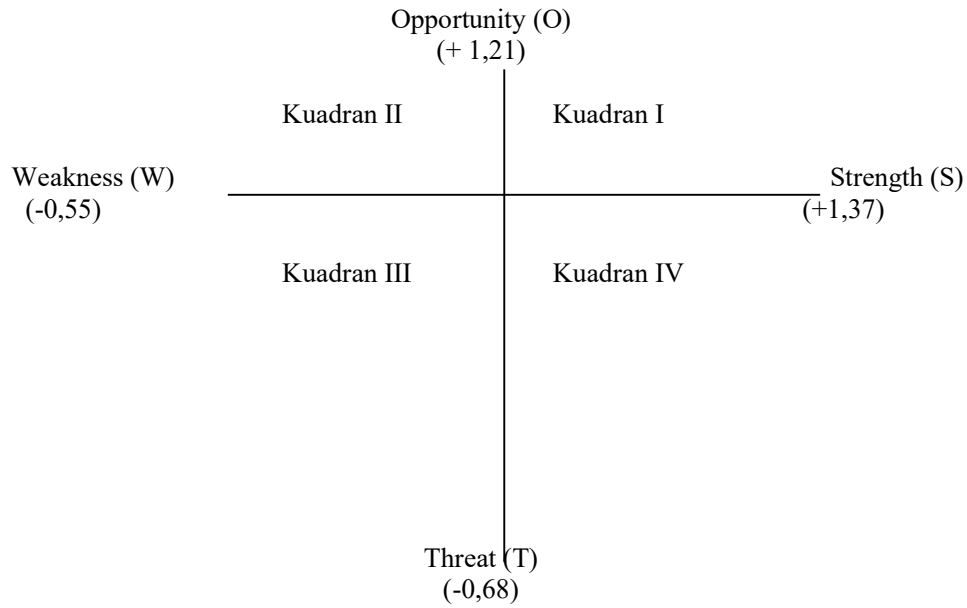
Matrix EFAS (Eksternal Factor Analysis Summary)

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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