

SYNERGY OF ISLAMIC BOARDING SCHOOL MANAGEMENT AND SHARIA ECONOMICS IN FOSTERING THE INDEPENDENCE OF AT-TAMUR STUDENTS

Intan Nurrachmi^{1*}, Panji Adam Agus Putra²

Universitas Islam Bandung, Bandung^{1,2}

E-mail: intannurrachmi@unisba.ac.id^{1*}, panjiadam@unisba.ac.id²

Received : 17 January 2025

Published : 30 March 2025

Revised : 30 January 2025

DOI : <https://doi.org/10.54443/ijerlas.v5i2.2683>

Accepted : 28 February 2025

Link Publish : <https://radjapublika.com/index.php/IJERLAS>

Abstract

Pesantren in this day and age must be an educational institution that instills Islamic values as a whole, both teaching worship procedures and social social procedures. The management of the pesantren must synergize with other fields in order to make students independent in meeting their life needs. This study aims to analyze the synergy between pesantren management and sharia economics in fostering student independence at the At-Tamur Islamic Boarding School. The research method used is qualitative with a case study approach. Data were collected through observations, in-depth interviews, and documentation studies. The results of the study show that the integration between effective pesantren management and the application of sharia economic principles is able to create an environment that supports the development of student independence. Programs such as sharia cooperatives, entrepreneurship training, and sharia-based financial management are the main keys in achieving these goals. This synergy not only increases the financial independence of students but also forms a character in accordance with Islamic values.

Keywords: *Islamic Boarding School Management, Sharia Economics, Student Independence, At-Tamur Islamic Boarding School.*

INTRODUCTION

Islamic boarding schools as Islamic educational institutions have a strategic role in fostering student independence. In the modern era, global challenges require pesantren to not only focus on religious education, but also to develop students' life and economic skills. At-Tamur Islamic Boarding School, as one of the progressive Islamic boarding schools, has integrated pesantren management with sharia economic principles to foster student independence. This synergy is expected to create students who not only master religious knowledge but are also able to be financially independent. Islamic boarding schools have strong cultural roots in life in Indonesia, especially the Muslim community. Pesantren in its position and function are not only synonymous with the meaning of Islam, but also function as a vehicle for socialization and instill the values of Islamic character teachings in the academic community. As a religious education institution, Islamic boarding schools must be able to adapt to changes and reforms that continue to develop along with the advancement of the times.

The existence of Islamic boarding schools will be able to survive if it is able to transform dynamically in meeting the challenges and needs of the community both in terms of management, curriculum and financing. Management in Arabic is called idarah which is a special activity related to leadership, direction, personal development, planning, and supervision of work related to the main elements of a project. The goal is so that the targeted results can be achieved in an effective and efficient way. (Intan Nurrachmi, 2020) The management of the pesantren lies in the management of the institution that is implemented. According to James A.F. Stoner as quoted by Nur Hayati, management is defined as a series of actions that include planning, organizing, directing and supervising in an organization to achieve predetermined goals. (Nur Rohmah Hayati, 2015)

Management in an Islamic boarding school can also be interpreted as a process that includes efforts to organize, manage, lead, and control the resources contained in an Islamic boarding school institution, both human resources and other resources in achieving certain goals effectively and efficiently. (Imam Saerozi, 2023) Good governance is needed to support the smooth running of the program and the existence of an Islamic boarding school. Pesantren is one of the educational institutions that initially focused on the transfer of religious knowledge, but as

SYNERGY OF ISLAMIC BOARDING SCHOOL MANAGEMENT AND SHARIA ECONOMICS IN FOSTERING THE INDEPENDENCE OF AT-TAMUR STUDENTS

Intan Nurrachmi and Panji Adam Agus Putra

the times develop, pesantren are also required to be able to provide character formation education and life development. At-Tamur Islamic Boarding School as one of the Islamic boarding schools in accommodating and educating students from street children, hawkers, buskers, and school dropouts face great challenges in building the character and independence of students. The street children who become students at this pesantren come from difficult socio-economic backgrounds, so that character formation and economic independence are important aspects in the educational process. (Syamsudin, 2024) The At-Tamur Islamic Boarding School was established in 2008 led by Syamsudin, M.Ag who focused on coaching street children and underprivileged residents. Character development is focused on the cultivation of moral and personality values that aim to make a person with good morals and responsibility, character development in the at-tamur pesantren is instilled through habituation and discipline in worship, attitude and good speech. Independence coaching focuses on the ability of students to act and make decisions so that they do not depend much on others, independence coaching at the At-Tamur Islamic boarding school is instilled through practice and sharing life experiences.

The success of the At-Tamur pesantren in character development based on the results of interviews with the leaders of the pesantren can be seen from the change in the behavior of the students. In training independence, students are required to try to meet their needs without relying much on others, so that in the economic field many of them try to meet their needs by selling and working to help neighbors so as to produce working wages. They are also trained in leadership and organization by organizing major events such as the Prophet's Birthday commemoration, seminars and so on. This Islamic boarding school has also won an award as the 2024 Inspirational Entrepreneur of the Year Pesantren which was held at the Nusantara IV building of the House of Representatives/MPR RI on Sunday, September 22, 2024 initiated by the Islam Nusantara Center (INC).

The At-Tamur Islamic Boarding School also has a very important role in providing education to street children, street vendors, street buskers, and school dropouts so that they have good religious knowledge, in addition to that students must also be equipped with the ability to have an independent attitude socially and economically. To achieve this goal, one of the pesantren synergizes between the management of the pesantren and the sharia economic system in shaping the independence of students. This study identifies the success of the management model of the At-Tamur Islamic Boarding School in synergy with sharia economics in fostering the character and independence of street children from the perspective of students, ustadz and pesantren managers.

LITERATURE REVIEW

Pesantren is an Islamic educational institution that has a distinctive management pattern that involves kyai as caregivers, ustadz, students, and pesantren management staff. According to Madjid, pesantren function not only as religious educational institutions, but also as a driving force for social change in society. (Nurcholis Majid, 1997) The pesantren management system includes the process of planning, organizing, directing, and controlling all educational and non-educational activities in the pesantren environment. The success of pesantren management is greatly influenced by the central role of kyai who not only plays the role of educator, but also as a community leader who is responsible for the management of the pesantren as a whole. (Zarkasyi, 2011).

Sharia economics is an economic system built based on Islamic teachings sourced from the Qur'an and Hadith. Antonio stated that the main goal of sharia economics is to realize social justice and community welfare through a fair distribution of wealth and avoid elements of usury, uncertainty (gharar), and gambling (maysir). This system emphasizes the importance of halal, productive, and ethical transactions, as well as utilizing instruments such as zakat, infaq, alms, and waqf to improve the welfare and empowerment of the community. (Muhammad Syafi'i Antonio, 2019) In addition, sharia economics also encourages business partnerships and investments based on profit-sharing systems, such as mudharabah and musyarakah, in order to create a fairer and more equitable economy. (Adiwarman A. Karim, 2006).

The collaboration between pesantren management and the sharia economic system forms a model that not only focuses on educational and spiritual aspects, but also on increasing the economic capacity of students. Zuhri revealed that the application of sharia economic principles in the management of Islamic boarding schools can strengthen independence for both institutions and students. Some of the programs that are part of this collaboration include the development of Islamic Islamic cooperatives, entrepreneurship training, and the establishment of business units managed by Islamic boarding schools. With this synergy, pesantren not only rely on assistance from outside parties, but are also able to create an independent source of income that can support operational needs and support the implementation of various other social programs. (M. Zuhri, 2015).

The independence of students is one of the important aspects that want to be achieved in the pesantren education process. Independent students are expected to be able to have adequate life skills to face economic and

SYNERGY OF ISLAMIC BOARDING SCHOOL MANAGEMENT AND SHARIA ECONOMICS IN FOSTERING THE INDEPENDENCE OF AT-TAMUR STUDENTS

Intan Nurrachmi and Panji Adam Agus Putra

social challenges in society. Suprayogo stated that the formation of student independence can be carried out through various skills training programs, such as in the fields of agriculture, fisheries, trade, and other skills based on sharia economic principles. (Imam Suprayogo, 2010) In addition, the students are also equipped with knowledge about Islamic financial management, entrepreneurship, and Islamic business ethics. Islamic boarding schools that combine practical skills training with the strengthening of Islamic values will produce graduates who not only have technical expertise, but also have strong moral and ethical integrity.

The At-Tamur Islamic Boarding School is one example of a pesantren that has successfully implemented collaboration between pesantren management and sharia economic principles in fostering the independence of its students. Based on the internal report of At-Tamur (2024), this pesantren has developed a number of business units based on sharia principles, such as savings and loan cooperatives, agribusiness businesses, and entrepreneurship training programs based on Islamic economics. The students are actively involved in the operations of these business units so that they gain real experience in the world of entrepreneurship and Islamic financial management. In addition, the management of the At-Tamur Islamic boarding school integrates modern principles in its governance, such as strategic planning, routine performance evaluation, and transparency in financial management, which remain in line with Islamic teachings and values.

Although the collaboration between pesantren management and the sharia economy brings various benefits, there are still a number of obstacles that must be faced. Some of them are the lack of professionals who have a deep understanding of the sharia economy, limited funds for business development, and lack of innovation in the management of pesantren business units. To answer this challenge, Islamic boarding schools are advised to establish strategic partnerships with Islamic financial institutions, universities, and the government to increase the capacity of human resources and obtain support in the form of training and capital. (M. Hasan, 2018).

Based on the results of the literature review, it can be seen that collaboration between pesantren management and the application of sharia economic principles has a crucial role in efforts to form student independence. Through the integration of sharia economics into the pesantren management system, this institution not only functions as a center for spiritual development, but also as a means to prepare students to become economically independent individuals. The At-Tamur Islamic Boarding School is a concrete representation of how the synergy can be carried out properly to achieve educational goals as well as economic empowerment for students.

METHOD

This research uses a qualitative approach with the case study method, which seeks to understand a phenomenon in a real-life situation, especially when the dividing line between the phenomenon and its context is not so clear. This approach is used to collect data from various sources, such as interviews, observations, and document analysis. (Robert K. Yin, 2018) This method can be used in social, educational, and business research to gain an in-depth understanding of an event or process. (John W. Creswell, 2014) Data is collected through participatory observation in a way that the researcher is directly involved in the environment studied, so that they can understand the patterns of behavior and culture that develop more deeply. (Spradley, 2016) In this case, the researcher directly participated in activities at the pesantren to see and record the behavior and state of the pesantren.

To deepen the information, in-depth interviews were conducted with pesantren caregivers, ustadz, and students about the conditions and circumstances of the pesantren directly from the perpetrators. Then to complete the information on the pesantren a documentation study was carried out related to the sharia economic program at the At-Tamur Islamic Boarding School. The collected data was then analyzed thematically to identify patterns and relationships between pesantren management and sharia economics in fostering the independence of At-Tamur students. The stage is to first recognize the data and identify important things to categorize, after being categorized, then proceed by grouping themes that have similarities and presenting them in a report. (Virginia Braun & Victoria Clarke, 2008).

RESULTS AND DISCUSSION

1. Management of At-Tamur Islamic Boarding School

Islamic boarding school management can be interpreted as the process of planning, organizing, implementing and supervising aspects or activities in Islamic boarding schools in an effort to achieve an optimal Islamic education goal. The things regarding this management are the curriculum, human resources, funding, and infrastructure that supports the running of student education.

In carrying out its main duties and functions, namely Islamic Education Institutions that produce students with good and independent morals, good and effective management is needed. Islamic boarding schools must be able to

SYNERGY OF ISLAMIC BOARDING SCHOOL MANAGEMENT AND SHARIA ECONOMICS IN FOSTERING THE INDEPENDENCE OF AT-TAMUR STUDENTS

Intan Nurrachmi and Panji Adam Agus Putra

run programs according to their vision and mission, be able to adapt to the progress of the times while still prioritizing the application of Islamic values in the basic foundation and learning.

The At-Tamur Islamic Boarding School in terms of planning has designed strategies for the short and long term both in the fields of education, economy and social. In this planning, the pesantren has considered various aspects including the needs of students, the availability of resources, carrying capacity, and opportunities and challenges faced from the surrounding environment.

The vision of the At-Tamur Islamic boarding school is "Educating students who are physically healthy, spiritually and intellectually healthy so that they are useful for themselves and benefit others." And it is described in several missions, namely helping students obtain education, developing life skills, increasing religious and moral awareness, and helping social reintegration. The pesantren has also developed its goal, which is to educate students who are physically healthy, spiritually and intellectually healthy so that they are useful for themselves and benefit others.

The programs implemented include formal education, Islamic religious education (Al-Quran, Hadith, Fiqih, and morals), life skills including crafts, business, and technology, social service (food, clothing and health), social reintegration, scholarship services, tattoo removal services, psychology services and interfaith relations. (Syamsudin, 2024).

The management of the At-Tamur Islamic boarding school is as follows: Samsudin as the Head of the Islamic Boarding School, Hasbulloh Yusuf as the secretary and village head of the students, Rezi Fauzi Rahman as the Treasurer, Dasem Miyasi, Acep Rahmat, Parid Maulana as the Board of Trustees, Yosep Sugiman, Awalludin Sofiyan, Nurussalam as the Supervisory Board, and Nisa Hermawati as the Person in Charge of the BP2AT Bureau.

The At-Tamur Islamic Boarding School implements structured and transparent management. The management of human resources, finances, and educational programs is carried out professionally by involving all stakeholders of the pesantren. This creates an environment conducive to the development of student independence.

2. Application of Sharia Economics in At-Tamur Islamic Boarding School

The Islamic Boarding School program aims to develop the economic independence of Islamic boarding schools and improve the skills of students. Today's students need to be equipped with an entrepreneurial spirit, have skills that are relevant to the needs of the community, think intelligently in seeing and utilizing opportunities, be able to build networks to collaborate, and are skilled in utilizing technology. (Suhirman & Aminy, 2022)

Pesantren not only function as a center for religious learning (tafaqquh fiddin), but also have potential in economic development. Pesantren is a community consisting of kyai, students, parents, alumni, and the surrounding community who are connected in a close relationship of trust. This proximity is a valuable form of social capital and plays an important role in economic development. In addition to being a space for religious freedom, the early history of Islamic boarding schools also reflects economic independence. Pesantren develops from the bottom up with perseverance and has a unique method of meeting the needs of its community. (Asrori S. Karni, 2009).

At-Tamur Islamic Boarding School integrates the principles of sharia economics in various programs, such as sharia cooperatives, sharia economy-based entrepreneurship training, and student financial management. Sharia cooperatives are one of the forums for students to learn to manage their business independently with the principle of profit sharing (mudharabah) and halal buying and selling (murabahah).

3. Fostering Self-Reliance of At-Tamur Students

Through the sharia economics program, students are taught to be financially independent. They learn not only theory but also hands-on practice in managing businesses, managing finances, and interacting with the market. This forms the character of students who are independent, creative, and responsible.

The At-Tamur Islamic Boarding School has implemented an independence development program, including the implementation of entrepreneurship training. The training is carried out to provide knowledge and understanding on how to start a business, choose a business that suits your ability and how to manage the business. Some students and alumni now have businesses in the form of food agent businesses, grocery stalls/stalls, perfume stalls, and student martabak sales businesses. Practical skills activities are also programs run at the at-Tamur Islamic boarding school such as packaging and selling snacks, sewing and borders, and culinary products.

Based on the results of interviews and filling out questionnaires submitted to 26 students and alumni about the role of pesantren in preparing students to face the challenges of life in the community, as many as 18 respondents answered very well, and 8 respondents answered well, this shows that pesantren has really fostered the independence of students to play a role in the community.

SYNERGY OF ISLAMIC BOARDING SCHOOL MANAGEMENT AND SHARIA ECONOMICS IN FOSTERING THE INDEPENDENCE OF AT-TAMUR STUDENTS

Intan Nurrachmi and Panji Adam Agus Putra

The training carried out includes training on martabak and toast entrepreneurs to students and the community who are interested, the business of selling martabak is called martabak and toast for students. The business has now opened two outlets, namely on Jalan Manisi Cibiru, Bandung City and Jalan Cijambe, Cinunuk Village, Bandung Regency. In addition to these businesses, there is a student farfum shop business located on SMPN 1 Cileunyi street, Cileunyi District, Bandung Regency.(Syamsudin, 2024).

With the development of student independence is also reflected in the alumni of students who are engaged in business, such as alumni named Sulthon Aulia who now has a grocery agent business, alumni named Duding have a business opening a grocery stall and Ilin is engaged in the snack business. This shows that the pesantren has succeeded in providing guidance to its students and alumni.

4. Synergy of Islamic Boarding School Management and Sharia Economics at At-Tamur Islamic Boarding School

The word synergy comes from the Greek "synergos" which means to work together. (Geograf, 2023) According to the great dictionary of the Indonesian language (KBBI), synergy means joint activities or operations,(E. Aminudin Aziz et al., 2024) this refers to a condition of cooperation between two or more parties that can produce something better than working alone. Synergy is a situation in which cooperation carried out by a group of people is able to create greater results than if each individual works individually. (Stephen P. Robbins & Mary A. Coulter, 2016)

According to Muhammad Syafi'i Antonio, sharia economics is an economic order based on Islamic values sourced from the Qur'an and Hadith, which aims to realize justice, welfare, and benefits for society. This system directs economic activities to avoid the practice of riba (interest), gharar (excessive uncertainty), and maysir (speculation or gambling), as well as encouraging the implementation of halal and profitable businesses. (Muhammad Syafi'i Antonio, 2019).

Furthermore, Antonio emphasized that the sharia economy not only focuses on achieving financial gains, but also balances the social and spiritual dimensions. This is reflected in the role of instruments such as zakat, infaq, alms, and waqf which are used to distribute wealth evenly and empower the community. Sharia economics also emphasizes the importance of fairness in every transaction, mutually beneficial collaboration, and ethical and responsible economic management.

The synergy between pesantren management and sharia economics creates an ecosystem that supports the development of student independence. Programs that are designed systematically and sustainably ensure that students are not only intellectually prepared but also economically.

CONCLUSION

The At-Tamur Islamic Boarding School is one of the Islamic boarding schools that provides guidance to students from street children around Cibiru and its surroundings. Some of the street children work as street vendors, buskers, and school dropouts. In addition to instilling Islamic religious values, Islamic boarding schools also strive to provide character development and independence. In fostering independence, Islamic boarding schools strive to pioneer sharia cooperatives, entrepreneurship training and life skills. The synergy between pesantren management and sharia economics at the At-Tamur Islamic Boarding School has succeeded in fostering student independence. The programs carried out not only increase financial independence but also shape the character of students in accordance with Islamic values. This research recommends that other Islamic boarding schools can adopt a similar model to increase the independence of students in the modern era.

REFERENCES

- Adiwarman A. Karim. (2006). *Ekonomi Islam: Suatu Kajian Kontemporer*. Gema Insani.
- Asrori S. Karni. (2009). *Etos studi kaum santri: wajah baru pendidikan Islam*. Mizan Pustaka.
- E. Aminudin Aziz, Imam Budi Utomo, Dora Amalia, & Dewi Puspita. (2024, December). *KBBI VI Daring*. <https://kbbi.kemdikbud.go.id>.
- Geograf. (2023, October 3). *Pengertian Sinergis: Definisi dan Penjelasan Lengkap Menurut Ahli*. <https://Geograf.Id>.
- Imam Saerozi. (2023). *Manajemen Pondok Pesantren*. Eureka Media Aksara.
- Imam Suprayogo. (2010). *Kemandirian Santri dalam Pesantren*. LKiS.
- Intan Nurrachmi. (2020). *Manajemen Pemasaran Syariah*. Widina Bhakti Persada.
- John W. Creswell. (2014). *Research Design Qualitative, Quantitative, and Mixed Methods Approaches*. Sage Publications.
- M. Hasan. (2018). *Manajemen Lembaga Pendidikan Islam*. Rajawali Pers.
- M. Zuhri. (2015). *Ekonomi Pesantren*. UIN Press.
- Muhammad Syafi'i Antonio. (2019). *Bank Syariah: Dari Teori ke Praktik*. Tazkia Publishing.
- Nur Rohmah Hayati. (2015). Manajemen Pesantren Dalam Menghadapi Dunia Global. *Tarbawi*, 1(2), 103.
- Nurcholis Majid. (1997). *Bilik-Bilik Pesantren*. Paramadina.
- Robert K. Yin. (2018). *Case Study Research and Applications Design and Methods* (Leah Fargotstein, Ed.). Sage Publications.
- Spradley, J. P. (2016). *Participant Observation*. Waveland Press.
- Stephen P. Robbins, & Mary A. Coulter. (2016). *Management* (13th ed.). Pearson Education Limited.
- Suhirman, G., & Aminy, M. M. (2022). economic independence of pesantren and its impact on the development of Micro, Small, and Medium Enterprises (MSMEs). *International Journal of Health Sciences*, 4046–4063. <https://doi.org/10.53730/ijhs.v6nS5.10751>
- Syamsudin. (2024). *Wawancara Manajemen Pesantren*.
- Virginia Braun, & Victoria Clarke. (2008). Qualitative Research in Psychology. *Qualitative Research in Psychology*, 3(2), 77–101.
- Zarkasyi, H. F. (2011). *Manajemen Pesantren*. Bumi Aksara.