

**ECONOMIC INDEPENDENCE OF ISLAMIC BOARDING SCHOOL  
(MANAGEMENT STUDY OF BUSINESS UNITS OF NURUL HARAMAIN  
NARMADA ISLAMIC BOARDING SCHOOL)**

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**Abstract**

*Effective management plays an important role in increasing the economic independence of Islamic boarding schools, which not only function as a place for Islamic religious learning, but also as a center for developing entrepreneurship for students. This study aims to examine the management of business units at Nurul Haramain Islamic Boarding School in realizing the economic independence of Islamic boarding schools. The type of research used is qualitative with a field research approach, with primary data sources obtained from the caretakers of the Islamic boarding school, coordinators, business unit managers, and teachers. This research was conducted at Nurul Haramain Narmada Islamic Boarding School, located in Narmada, West Lombok Regency. Data collection techniques used include observation, interviews, and documentation. Meanwhile, data analysis is carried out through several stages, namely data reduction, data presentation, and drawing conclusions. Nurul Haramain Islamic Boarding School has successfully managed 17 types of business units operating in various fields, namely: (1) Haramain Mart, (2) Haramain Wholesale, (3) Haramain Trans, (4) Haramain Pro Chicken, (5) Haramain Restaurant, (6) Haramain Water, (7) Haramain Laundry, (8) Haramain Canteen, (9) Haramain Bakery, (10) Haramain Fish, (11) Haramain Jaya Building, (12) Haramain Printing, (13) Mini Bank, (14) Walapa (Side Dish Stall), (15) Pesawat (Orders from Students' Guardians), (16) Fresh (Vegetables), and (17) Tempe House. This success cannot be separated from the implementation of good management in all of these business units, which includes planning, organizing, implementing, and evaluating the business.*

**Keywords:** Management, Business, Planning, Organizing, Implementing, Evaluation

**INTRODUCTION**

Islamic boarding schools are not places to gain religious knowledge, but Islamic boarding schools have metamorphosed into places for entrepreneurs who are given provisions for them to use after graduating from the boarding school, in addition to Islamic religious lessons (Musyafa, 2023). With economic independence developed through Islamic boarding school business units, it is hoped that they will no longer

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Fakultas Tarbiyah dan Keguruan, Universitas Islam Negeri Mataram, Indonesia

10 May 2025 | e-ISSN 3064-2310 | Volume: 3

Available online at <https://proceeding.uinmataram.ac.id/index.php/iconside>

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depend on assistance from the government, in fact this is a very big advantage obtained from Islamic boarding schools which are no longer busy with financial reports to the government. Islamic boarding schools are free to build or use the profits of their business units. According to (Masrur & Arwani, 2022) there are three elements that support the economic independence of Islamic boarding schools to be realized, especially: the education system, kiai, and students.

Nurul Haramain Narmada Islamic Boarding School, one of the Islamic educational institutions in West Lombok Regency, has succeeded in achieving economic independence through the management of business units that are running well. This management is directly guided by the kiai and teachers at the Islamic boarding school. The existence of this business unit provides double benefits, both for the Islamic boarding school and the students. These business units not only provide additional income for the *asatidz*, in addition to teaching honorariums, but also provide opportunities for students to gain entrepreneurial knowledge. With the hope that after completing their education at the Islamic boarding school, the students can use this entrepreneurial provision in their lives (Runiati, Observation and interview, September 7, 2024).

Research on the Nurul Haramin Narmada Islamic Boarding School has been conducted by Anggara and Abar with the title "Analysis of the Spiritual Leadership Approach to Guide the Nurul Haramin Narmada Islamic Boarding School Business Unit Towards Independence." This study examines the application of six pillars of spiritual leadership, namely vision, hope, love, self-awareness, sincerity, and sense of belonging. These pillars are interrelated and mutually supportive, so that they can increase the enthusiasm to continue practicing to become reliable entrepreneurs in the future (Anggara & Abar, 2021).

Research conducted by Rahman et al. with the title "Empowerment of Islamic Boarding School Economy through Sharia-Based Business Units at Nurul Haramain Islamic Boarding School, Narmada, West Lombok Regency" explains the mechanism for managing Islamic boarding school economy, starting with determining the priority scale of activities, then formulating the objectives to be achieved (Rahman et al., 2023). This study also describes the obstacles and solutions faced in managing the economy of Islamic boarding schools, including: products are not yet widely known by the community, capital, and quality of human resources. The solutions are: routinely participating in festivals/exhibitions, routinely conducting entrepreneurial training and technical guidance for human resource development. Research on the existence of Mini Banks at the Nurul Haramaian Islamic Boarding School explains the efforts of Islamic boarding schools to prevent students from being wasteful and teach them to save and plan well for their daily needs that are prioritized. This mini bank also helps students

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10 May 2025 | e-ISSN 3064-2310 | Volume: 3

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minimize the loss of money experienced by students (Asnawati, 2018). The three studies did not discuss in detail the process of managing business independence through existing business units, whereas policies on business units are not only under the command of the tuan guru, but have been entrusted to the director of the business unit who is responsible for and coordinates other business units. This is where the researcher looks at the management (starting from planning, organizing, actuating and controlling) carried out by the director of the business unit, so that it has an impact on the development of these business units.

From the above explanation, this study discusses how the influence of the management process of business units on the independence of the Nurul Haramain Islamic boarding school. The purpose of this study is to conduct research on the management of Islamic boarding school business units in realizing the economic independence of the Nurul Haramain Islamic boarding school. While the specific objectives of this study are a breakdown of the general objectives and refer to each formulation of the problems that have been submitted.

## METHOD

Using qualitative methodology, this study adopts a research design in the form of field research, where data is collected directly from the object being studied. This research was conducted between August and October 2024 at the Nurul Haramain Narmada Islamic Boarding School, located in Narmada, West Lombok Regency. The object of this research is the business unit owned by the Islamic Boarding School. Researchers conducted direct visits, observed, and actively participated to obtain the necessary information and data regarding the business unit in order to achieve the economic independence of the Islamic boarding school. Primary data sources in this study include Islamic boarding school caretakers, coordinators, business unit managers, and teachers. The data collection methods used were observation, interviews, and documentation. The steps in data analysis techniques include data reduction, data presentation, and drawing conclusions (Anggara & Abar, 2021). Researchers applied source triangulation techniques and extended the observation time to increase the validity of the data collected, so that the results obtained were more precise and accurate (Masrur & Arwani, 2022).

## FINDINGS AND DISCUSSION

Instilling an entrepreneurial spirit in students at school through extracurricular activities. To foster an entrepreneurial mentality and spirit in students, entrepreneurship learning cannot be limited to theoretical learning alone, but must

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involve direct practical experience in the field. In line with the vision and mission of the Nurul Haramain Islamic Boarding School, equipping students with knowledge and experience in entrepreneurship will help them in (1) collaborating effectively as required by today's economy, and (2) articulating economic issues, such as caring about the welfare of others (Saifudin R & Supriyanto, 2021). Traits such as (1) determination, (2) self-confidence, (3) integrity and accountability, (4) physical and spiritual resilience, (5) perseverance accompanied by tenacity in trying, and (6) positive and inventive thinking are indications of someone who has an entrepreneurial mindset (Muhaimin, 2018).

There are at least five advantages of entrepreneurship, namely: (1) unlimited income potential, (2) the opportunity to fully utilize skills, (3) the freedom to set one's own work pace, (4) fostering an independent mindset, and (5) satisfaction from achieving success in a particular endeavor (Sudrajat, 2020).

Nurul Haramain Islamic Boarding School is an educational institution that focuses on developing noble morals among its students, in addition to academic achievement which is considered the main indicator of educational success. Therefore, in addition to studying in class, students are also invited to participate in extracurricular activities such as scouting, martial arts, sports, cooking, gardening, and entrepreneurship.

Forming a student organization consisting of 14 sections, namely 1) language, 2) scouting, 3) security, 4) health, 5) cooking, 6) reception, 7) lighting, 8) cleanliness, 9) sports, 10) arts, 11) information technology, 12) education, 13) library, and 14) publishing, will support the achievement of the organization's goals. This organization is run by final year students of KMI (Kulliyatul Mu'allimiin), who are commonly known as class XII students. Each section has different responsibilities and tasks that are arranged by the students themselves with the approval of the head of the Islamic boarding school. This is to train the leadership and sense of responsibility of the students so that they can develop into a character. Interview with the caretaker of the Nurul Haramain Islamic boarding school, Pendi Azhar on August 31, 2024.

Through entrepreneurial activities at the Islamic Boarding School, teachers at the Nurul Haramain Islamic Boarding School try to provide character education to students while also providing guidance. Students are often introduced and even involved in managing the Islamic boarding school business, in accordance with one of the missions of the Islamic boarding school, namely to enrich and prosper. The purpose of this activity is for students to be able to absorb entrepreneurial knowledge which will later help them become successful and prosperous individuals after graduating (Observation at the Nurul Haramain Islamic Boarding School on September 7, 2024).

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Since its establishment in 1992, Nurul Haramain Islamic Boarding School has successfully managed 17 business units spread across various sectors. Under the guidance of Hj Runiati as the business coordinator, all of these businesses are managed directly by alumni. The following are the business units of the Nurul Haramain Islamic Boarding School: (1) Haramain Mart, (2) Haramain Wholesale, (3) Haramain Trans, (4) Haramain Pro Chicken, (5) Haramain Restaurant, (6) Haramain Water, (7) Haramain Laundry, (8) Haramain Canteen, (9) Haramain Bakery, (10) Haramain Fish, (11) Haramain Jaya Building, (12) Haramain Printing, (13) Tempe House, (14) Walapa (Side Dish Stall), (15) Pesawat (Orders from Students' Guardians), (16) Segar (Vegetables), and (17) Mini Bank (Interview with the person in charge and coordinator of the Nurul Haramain Islamic Boarding School business, Runiati on September 7, 2024).

These Islamic boarding school business units were established primarily to meet the needs of the students. For example, Haramain Trans was established to support the implementation of the students' work program, which includes study visits to various Islamic boarding schools in Lombok in stages and in turns, as well as annual visits outside the region. To address the needs of students in storing water in their rooms or cupboards, Haramain Water provides two liters of water every day in front of the students' rooms. In addition, Haramain Laundry was established to prevent the loss of clothes, which often occurs due to the negligence of students in lifting their clotheslines (Interview with the person in charge and coordinator of the Nurul Haramain Islamic boarding school business, Runiati on September 7, 2024).

According to Runiati, fulfilling the needs of students as a whole can minimize the interaction of students with the outside community. This is also an important aspect for students because excessive interaction with outsiders can make them worry about how their lifestyle including their appearance, behavior, and speech will affect them. Therefore, it can be said that business units indirectly play an important role in the psychological growth of students, which in turn affects how the pesantren education system develops.

The results of the observation show that the person in charge and the business coordinator try to create an optimal business management structure so that these goals can be achieved, while still paying attention to the vision and mission of the Nurul Haramain Islamic Boarding School. The administrators of the Nurul Haramain Islamic Boarding School need to make thorough and responsible preparations before starting an activity or related action, so that the results obtained can be maximized. This principle is also applied in entrepreneurial activities (Observation at the Nurul Haramain Islamic Boarding School on August 31, 2024).

### **Planning for the Nurul Haramain Islamic Boarding School Business**



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Planning is the process of collecting data and predicting future conditions to formulate the steps needed to achieve previously set goals (Prasetyo, 2017). In order to maximize its benefits, this is always done by the coordinator and person in charge of the Nurul Haramain Islamic Boarding School business before establishing or managing a business unit. The benefits in question are more focused on the benefits of education and entrepreneurial experience for managers, compared to financial benefits.

Determining the right stakeholders at the right time is one of the main goals in business planning. Although being a teaching tool for alumni is one of the goals of starting a business unit, the business coordinator does not simply appoint someone to be the manager or head of the Pondok business unit. Alumni who have served for a long time are preferred because, compared to junior employees, they will certainly be more capable and psychologically ready to carry out responsibilities (Observation at the Nurul Haramain Islamic Boarding School on September 14, 2024).

In addition, planning for all business units at the Nurul Haramain Islamic boarding school is not evenly distributed. Some businesses are planned carefully, so they take a long time before execution, while there are also businesses that appear suddenly. Sudden here does not mean without any preparation at all, but rather the implementation is relatively fast even though the facilities, personnel, and materials needed are not yet in their best condition (Interview with the person in charge and coordinator of the Nurul Haramain Islamic boarding school business, Runiati on September 7, 2024).

Several business units such as Haramain Pro Chicken, Haramain Mart, Haramain Grosir, Haramain Jaya Bangunan, Haramain Water, Haramain Trans, Haramain Bakery, Haramain Printing, Rumah Tempe Haramain, and Fish require careful planning and preparation. This is due to several factors, including: (1) managing permits, (2) selecting and preparing a location, (3) providing tools and materials, (4) preparing experts, and (5) designing profit sharing, because several of these businesses involve instructors and the community in collecting capital (Interview with the manager of the Nurul Haramain Islamic boarding school business, Aluh Zahraini on September 14, 2024).

However, Haramain Laundry, Fresh (Vegetables), Plane (Parents' Orders), Walapa (Side Dishes Stall), and Haramain Canteen all quickly started operating. The Haramain canteen and restaurant only provide ready-to-eat foods such as rice, fried foods, side dishes, and various drinks that are consigned by several teachers and the surrounding community. This is different from Haramain Mart or Haramain Wholesale which provide student needs such as stationery (ATK), toiletries, and snacks that are produced by the management themselves. Because the products that are consigned will be returned to the sender if they are not sold out, this consignment system helps reduce

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the risk of loss for the management. This fact leads to the conclusion that the consignment acceptance model and the limited types of products offered are factors that make this company possible. (Interview with the manager of the Nurul Haramain Islamic boarding school business, Aluh Zahraini on September 14, 2024).

According to (Astuti & Sukataman, 2023), there are 3 things that need to be discussed in the initial planning of a business management, namely:

- a) Human capital is related to creativity, skills, talents, and abilities of the workforce, which are reflected in plans, strategies, and innovative processes formed by a strong entrepreneurial spirit.
- b) Structural capital is related to the knowledge, experience, and systems accumulated by the business group, which form the foundation for business operations and development.
- c) Customer capital consists of a responsive and established customer base, ongoing relationships, and a positive reputation.

Of the three points above, the coordinator of the Nurul Haramain Islamic boarding school business considers the first point to be the most urgent thing to consider as an initial step to start his business. He believes that the second point will be formed over time. While the third point is not considered because the main consumers of most Islamic boarding school businesses are clear, namely the residents of Nurul Haramain themselves. Therefore, the pros and cons of their situation must be accepted without any consideration.

In addition to human capital, the main consideration in the initial planning of business implementation at the Nurul Haramain Islamic Boarding School is time (timing). The time referred to is the moment of determining human resources itself. The business coordinator assesses whether the workers found through the expected criteria are ready to be assigned, because if too much time is spent on other tasks, it can result in neglecting business management. In management science, this concept is known as staffing, which includes the process of recruiting, placing, training, and developing employees in an organization. The basic principle of staffing is to ensure that the right person is placed in the right position and at the right time (Sulistianingsih, 2019).

The planning that has been done is considered good enough when viewed from the five criteria for good or bad business planning as explained by Shalahuddin et al. The five criteria are:

- a) Focused, meaning that planning is based on a well-defined vision and mission.
- b) Rational and factual, meaning that the planning structure is logical, realistic, future-oriented, and based on evidence.

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- c) Sustainable and estimated, meaning that planning is carried out for ongoing actions and is adjusted based on conditions predicted in the future.
- d) Preparation and flexibility means that planning serves as a guideline for the steps to be taken, while allowing for adjustments if changes or unexpected situations occur.
- e) Operational, which requires simplification of planning in terms of details, aims to facilitate implementation and ensure that the planned steps can be carried out efficiently and effectively (Fatimah et al., 2022).

Implementation (Actuating) of Nurul Haramain Islamic Boarding School Business. As conveyed by Puji Hartono, business management at the Nurul Haramain Islamic boarding school involves teachers and alumni in implementing community service. The person in charge of the business at the Islamic boarding school gives priority to teachers and alumni as managers of the boarding school business (stakeholders) compared to other parties. This is due to various factors, namely: (1) to foster an entrepreneurial spirit and provide them with entrepreneurial knowledge, (2) to pay attention to the welfare of the teachers, (3) to create a mutualistic symbiosis with the Islamic boarding school, and (4) because there is high trust in teachers and alumni compared to other parties (Interview with the person in charge and coordinator of the Nurul Haramain Islamic boarding school business, Runiati on September 7, 2024).

The most important thing is the level of trust, because their participation in managing the pondok business is a task and responsibility, not just a job or source of income. According to Hutbi, this mindset greatly influences the way the business is managed. When they see their involvement as a responsibility of the pondok that must be accounted for, what is in their minds is an effort to carry out the task well and optimally, so that it can bring blessings to their lives. On the other hand, if they see it only as a job, what comes to their mind is what and how much they will get, which reflects a lack of sincerity. As a result, if their expectations are not met, it can affect their performance and have an impact on their welfare (Interview with the manager of the Nurul Haramain Islamic boarding school business, Aluh Zahraini on September 14, 2024).

Pondok realizes the need to collaborate or establish partnerships with external institutions to expand its network, in addition to involving teachers and alumni. Until now, various forms of collaboration have been established, especially:

- a) In 2014, they collaborated with PT. Dawipa to start a gas cylinder business. In accordance with the agreed cooperation model, the investment made will generate a profit of 2% of the total investment each month.
- b) In 2017, a collaboration was carried out with Bank Indonesia to acquire the Haramain mushroom house. Considering that the Nurul Haramain Islamic Boarding School is considered an appropriate entrepreneurship-based educational institution and is



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capable of managing a business, Bank Indonesia then allocated a grant of IDR 100,000,000.

- c) In 2017, a collaboration was carried out with the Marine Service regarding catfish cultivation efforts using biofloc. The Marine Service provided financial assistance of IDR 200,000,000 to the Nurul Haramain Islamic Boarding School, which was used to make 10 bioflocs, with each biofloc containing 3,000 catfish.
- d) Collaboration with the owner of the Pro Chicken outlet in 2015 for a fried chicken business.
- e) Cooperation with the community and teachers, better known as the jama'ah concept for various types of businesses such as laundry, gas cylinders, mushrooms, catfish, etc.

(Interview with the person in charge and coordinator of the Nurul Haramain Islamic Boarding School business, Runiati, conducted on September 7, 2024).

Unlike many other Islamic boarding schools that establish business units and then make them personal assets of the leader or his family, Nurul Haramain Islamic Boarding School does not use the term private business. The Islamic boarding school owns the entire business, which means that all results or profits are handed over to the Islamic boarding school after deducting a percentage for the manager and person in charge of the business unit. This approach aims to eliminate the sense of individual ownership and reduce social jealousy among members (Observation at Nurul Haramain Islamic boarding school on September 14, 2024).

The policy of the business coordinator to liquidate private businesses can certainly have a positive impact on the response of the community and teachers to the management of the Nurul Haramain Islamic Boarding School business. However, this policy also means that it is no longer possible to obtain capital funds from certain individuals or institutions. Therefore, various types of programs are developed to raise funds as capital, such as

- a) The concept of congregation

At Nurul Haramain Islamic Boarding School, both the concept of congregation and the idea of starting a business are common. Based on the agreement, each teacher donates a certain amount of money and then receives a percentage or profit sharing after the intended business is running.

- b) Ihsan deductions (teacher honorarium)

In addition to the congregational concept, capital is also collected through a deduction of teacher honorariums of Rp. 10,000 per month. This deduction of honorariums applies to all teachers at the Nurul Haramain Islamic Boarding School, in contrast to the congregational concept which is only applied by some teachers and even involves the outside community.

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### c) Mini Bank

Mini Bank is one of the programs at the Nurul Haramain Islamic Boarding School which aims to train students in saving and financial responsibility, as well as preventing money loss. In this program, students are encouraged to save their money in the Mini Bank, and the money can be withdrawn according to their needs. The funds saved are then used as business capital. With this method, Islamic boarding schools can more easily obtain cash to start a business, so they no longer need to borrow money from the bank. (Interview with the person in charge and coordinator of the Nurul Haramain Islamic Boarding School business, Runiati on September 8, 2024).

For businesses engaged in the food sector, such as Enha Mart, Kantin, Pro Chicken, and Haramain Restaurant, the marketing process is different from businesses that are open all day outside. Managers must ensure that the business's operating hours are in line with study hours, student activities, and teacher meetings. If managers run business operations during busy hours of student activities and learning, this will be a matter of evaluation because it is feared that it could be disruptive. As educators, managers also prioritize attendance at meetings or teacher meetings on time rather than asking for permission to run a business (Interview with the manager of the Nurul Haramain Islamic boarding school, Aluh Zahraini on September 14, 2024).

Sunarto assessed that this was not an obstacle for the business unit manager. However, there are several factors that are obstacles in running the business, namely: (1) there are still many students who shop outside the boarding school, (2) the manager cannot adjust the operating hours to the lecture schedule, and (3) the manager's limited teaching hours which causes a lack of focus in supervising the business (Interview with the person in charge and coordinator of the Nurul Haramain Islamic boarding school business, Runiati on September 8, 2024).

However, with the various limitations that exist, the implementation of the boarding school business is considered to have run optimally. This can be proven by several indicators, namely: (1) all business units are still operating to date, (2) contributing to student activities and the growth of the Islamic boarding school, and (3) there are rarely complaints from consumers. Sunarto assessed that the most important thing is this process, not just the profits obtained (Interview with the person in charge and coordinator of the Nurul Haramain Islamic boarding school business, Runiati on September 8, 2024).

Regarding the results or profits obtained, each month there will be a check by each business stakeholder, and the distribution of results led by the business coordinator. Using a percentage technique, the results are then allocated to: (1) 2.5% infaq, (2) 10% savings, (3) 25% management, and (4) the rest for the needs of the

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boarding school (Interview with the treasurer of the Nurul Haramain Islamic boarding school, Sri Mariani on September 21, 2024).

As conveyed by the business manager Puji Hartono, there are several important things from the implementation of the Nurul Haramain Islamic boarding school business that are worth emulating. These are (1) the existence of a congregational concept, (2) the absence of individual businesses, (3) the growth of a mentality that views business as a realm of struggle and devotion, not a realm of earning a living, (4) prioritizing teachers and alumni involved in Islamic boarding schools, (5) paying attention to the needs of students and the welfare of teachers, and (6) prioritizing the process over the results (Interview with the person in charge and coordinator of the Nurul Haramain Islamic boarding school business, Runiati on September 8, 2024).

Managers are required to maintain entrepreneurial ethics such as avoiding actions that have the potential to hurt customers, narrow market movements and damage public order. These actions are strictly prohibited and even hated in Islam, even though the transaction law is considered legitimate, but it is feared that this could eliminate the blessings of the business being run (Cahyo, 2021).

The Nurul Haramain Islamic boarding school business is also primarily carried out not to seek material profit but as a place for education and friendship. This statement can be proven by several existing facts, namely (1) there should be no privately owned businesses, this policy applies to leaders and their families, (2) the concept of congregation, (3) adjustment of operating hours with student and teacher activities, (4) a rolling system in its organization, (5) involving students and alumni of service, and (6) inviting the outside community to take part in providing goods. \

The application of the concept of congregation and deductions from teacher honorariums to obtain capital is a very appropriate step because it can prevent the management from bank loans. In addition to the high installments and interest, Islamic teachings also stipulate that loans at banks are a type of usury that is strictly prohibited by Allah

## Organizing the Nurul Haramain Islamic Boarding School Business

Organizing means ensuring that company resources are coordinated by managers. The results achieved will increase along with increased coordination (Nurhasanah et al., 2021). The business coordinator directly determines the members of the Nurul Haramain Islamic boarding school business organization using the personnel system explained earlier.

At the Nurul Haramain Islamic Boarding School, the term organization or organizing is more often referred to as the division of tasks. This division of tasks is determined directly by the coordinator of the boarding school business, Ahmad Dahlan,

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by considering factors such as the readiness, ability, and condition of the candidates who will receive the mandate. Therefore, one of the goals of the business unit is to provide entrepreneurial experience and knowledge to teachers and servants, each business officer must understand that at some point they can be replaced by others. So the assignment is rolling so that most of the servants have experienced how to manage a business (Interview with the person in charge and coordinator of the Nurul Haramain Islamic boarding school business, Runiati on September 8, 2024).

This rolling system is implemented based on initial planning that uses a staffing system, namely the placement of the right individuals at the right time and place (right people in the right time and place). In other words, changing membership does not mean that trust in the previous management has decreased or faded but rather because of considerations of time or position. Regarding this, Runiati stated that no one should feel comfortable in their position which would allow a sense of ownership to grow within that person (Interview with the person in charge and coordinator of the Nurul Haramain Islamic Boarding School business, Runiati on September 8, 2024).

At the Nurul Haramain Islamic Boarding School, the term organization or organizing is more often referred to as the division of tasks. This division of tasks is determined directly by the coordinator of the boarding school business, Ahmad Dahlan, by considering factors such as the readiness, ability, and condition of the candidates who will receive the mandate. Therefore, one of the goals of the business unit is to provide entrepreneurial experience and knowledge to teachers and servants, each business officer must understand that at some point they can be replaced by others. So the assignment is rolling so that most of the servants have experienced how to manage a business (Interview with the person in charge and coordinator of the Nurul Haramain Islamic boarding school business, Runiati on September 8, 2024).

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The division of tasks for managing the Nurul Haramain Islamic boarding school business unit is determined by Runiati as the person in charge and business coordinator consisting of the person in charge, secretary, treasurer and business manager of the Nurul Haramain Islamic boarding school. The general responsibility for the business is entrusted to Runiati who also serves as the business coordinator in running the business

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10 May 2025 | e-ISSN 3064-2310 | Volume: 3

Available online at <https://proceeding.uinmataram.ac.id/index.php/iconside>

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management. The business secretary is entrusted to Fatimah Zahrah who is tasked with recording and bookkeeping the activities and finances (money in and money out) of the business. The business treasurer is mandated to the general chairman of the Nurul Haramain Islamic boarding school treasurer, Sri Mariani who is tasked with receiving and distributing the results of the business unit for predetermined needs.

Furthermore, there are 17 people responsible for each of the Nurul Haramain Islamic boarding school businesses, namely (1) Agus Amrullah Qadir as the person responsible for the Haramain Trans business, (2) Yani Hamsani and Fairuz Zabadi as the people responsible for the Haramain Prochicken business, (3) Istiqomah as the person responsible for the Haramain Mart business, (4) Karimah as the person responsible for the Haramain Grosir business, (5) Sukma Handayani as the person responsible for the Haramain Restaurant business, (6) Sumardi as the person responsible for Haramain Jaya Bangunan, (7) Juseri Windarmin as the person responsible for the Mini Bank, (8) Hj Runiati as the person responsible for the Haramain Canteen, (9) Syamsul Hakim and Rianto as the people responsible for Haramain fish, (10) Kahiri Habiballah as the person responsible for Haramain Laundry, (11) Muizazizul as the person responsible for Haramain Water, (12) Hasnawati as the person in charge of Haramain Bakery, (13) Indra Jayadi as the person in charge of Haramain Printing, (14) Istikharah as the person in charge of Walapa (Side Dish Stall), (15) Sukma Handayani as the person in charge of Pesawat (Orders from the Guardians of the Students), (16) Lauhul Waroah as the person in charge of Rumah Tempe Haramain, and (17) Rianto as the person in charge of Fresh (Vegetables) Observation at the Nurul Haramain Islamic Boarding School on September 8, 2024.

### Evaluation of Nurul Haramain Islamic Boarding School Business

Evaluation is a process to assess the achievements that have been obtained, also known as performance evaluation, and provide recommendations for improvement if the results achieved do not match the objectives that have been set at the beginning (Fathony et al., 2021). This evaluation is carried out once a month, led by the business coordinator and must be attended by the treasurer and all business managers.

Business evaluation at the Nurul Haramain Islamic Boarding School is carried out every month through monthly reports, and once a year as a whole, which is called the year-end report or annual report. This evaluation process must be attended by the business coordinator, the treasurer of the boarding school, and business actors without representatives. This evaluation process is usually held at night after the Isya prayer and lasts for a maximum of 3-4 hours (Interview with the business manager of the Nurul Haramain Islamic Boarding School, Aluh Zahraini on September 14, 2024). This business evaluation is carried out simultaneously because its main purpose is to foster friendship between stakeholders. The things discussed in the business evaluation are (1) problems



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that are considered crucial to find solutions together, both related to procurement or inventory of goods, finance, etc., (2) customer complaints, (3) business profits, and (4) positive ideas or input and suggestions. Existing problems are resolved together under the direction of the business coordinator (Interview with the person in charge and business coordinator of the Nurul Haramain Islamic boarding school, Runiati on September 8, 2024).

Runiati also emphasized the difference between evaluation and assessment, although both have the same meaning in the purpose of determining the good and bad and the effectiveness and ineffectiveness of an action. According to her, evaluation is broader so that the considerations made must also be broader, while the scope of assessment is narrower. In other words, when conducting an evaluation, whatever problems are experienced cannot simply be used as a judgment of the inability or failure of the manager because there are many external factors that may influence. Such assumptions or accusations will be possible when what a leader does is an assessment that emphasizes more on right and wrong (Interview with the person in charge and coordinator of the Nurul Haramain Islamic Boarding School business, Runiati on September 8, 2024).

## CONCLUSION

From the data presentation and discussion on business unit management at Nurul Haramain Islamic Boarding School, several conclusions can be drawn:

Nurul Haramain Islamic Boarding School is engaged in 17 different types of businesses in various sectors. The process of planning, organizing, implementing, and evaluating the business is an integral part of comprehensive management to support the smooth running of these business units.

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