



## Article

# ECONOMIC EMPOWERMENT IMPACT IN INDONESIAN PESANTREN : ADVICE FOR GOVERNMENT AND FUTURE RESEARCH

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## ABSTRACT

*This paper develops a scoping study approach to review the literature on Pesantren (Islamic Boarding Schools) and their role in economic development. Over the past 15 years, published papers have been categorized into several key topics, including entrepreneurship, leadership, empowerment, multiculturalism, and politics. Among these, leadership has emerged as the most researched topic, given the kyai's role as influential religious, social, and cultural figures. Multiculturalism and politics are also prominently featured in the literature. This study highlights the importance of economic empowerment within pesantren and offers policy recommendations for the government while suggesting future research directions to strengthen pesantren's contributions to Indonesia's socio-economic landscape.*

## KEYWORDS

*economic empowerment, entrepreneurship, future research, government policy*

## INTRODUCTION

This research presents a review of pesantren studies and their economic development as published in reputable journals. The study aims to explore the economic development potential in pesantren, provide an understanding of the main topics and lessons from previous studies, and offer input for government policies and future academic research. In other hand, pesantren management need some suggestions in increasing economic potential of pesantren. The existence of Law No. 18 of 2019, strengthens the position of pesantren in capturing the potential and capacity of economic independence of pesantren to support socioeconomics community development. The role of education and empowerment is a main focus for pesantren

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(Purwanto, 2020).

The articles have been selected into 34 papers and classified to 5 main topics, namely entrepreneurship, leadership, empowerment, and multicultural and politics. All of articles is from a reputable journal, indexed by scopus. There are many articles discusses about pesantren, this research is limited to the topics are related to the economic development. Some unrelated topics such as education system, ideology, and history are removed.

There are several guidelines for conducting a literature review, such as through narratives and integrative reviews (Wong et al., 2013). Previous research used a literature review as a model in collecting and providing ideas for several parties, such as a review of several studies on waqf as consideration for the government (Sukmana, 2020), review on Islamic microfinance (Saepul et al., 2021), Islamic banking and finance (Narayan & Phan, 2017), Islamic social finance (Kuanova et al., 2021), and Islamic marketing (Floren et al., 2020).

The motivations of this study provide to best quality of research in pesantren topic. First, pesantren has a vital to play for multiple roles in Indonesia history. Second, to the best author knowledge, there are not many focussed on pesantren and economics study as an idea for developing economy, even though various government policies have led to pesantren-based economic independence. Therefore, this paper elaborated on many issues and provided an analysis regarding alternatives in pesantren and economy development.

First section is introduction. Second, explain the methodology used in this research. Following section, the authors discuss the research findings and lesson to be learned on each topic. Furthermore, in analysis section present an overview an empirical pesantren economic development, related from futher research and lessons for the government. The paper ends with conclusion.

## **METHOD**

This study uses a literature review approach as a method for obtaining research findings and recommendations. There are 4 phases in the literature review, namely design, conduct, data abstraction, and structuring and writing the review (Snyder, 2019). Literature review by calssifying studies is a central conceptual to evaluate theory using cluster analysis (Pare et al., 2014). Classifying literature based on scope is a technique for mapping literature relevant to the field to be researched (Arksey & Malley, 2007).

## **RESULT AND DISCUSSION**

This study provides dual contributions, both practically and theoretically. Practically, it presents relevant policy recommendations for local and central governments. The findings of this research are expected

to serve as a foundation for more informative and effective policy-making in addressing the issues examined. Theoretically, this study identifies gaps that can become the focus of future research. Furthermore, it adopts and modifies Sukmana's (2020) model to align it with the specific context of the research.

### Thematic Mapping of Pesantren Research

Sukmana (2020) dan Saepul et al (2021) have made as references study in collecting articles and its classification. First, select articles on journal database such as Science Direct, Emerald Insight, Sage, Taylor & Francis Online, SpringerLink, Oxford, dan Cambride Core. Furthermore, many articles found from Indonesia reputable journal such as Qudus International Journal of Islamic Studies (Scopus indexed Q1), Indonesian Journal of Islam and Muslim Societies (Scopus indexed Q1), dan Journal of Indonesian Islam (Scopus indexed Q1). Second, use keyword "pesantren" to find the articles in the journal. Third, choose search results according to the research focus and year of research. This research is limited to the literature of the last 15 years, published on 2009 – 2022. This research is also limited to Islamic boarding schools in Indonesia. Several studies discuss Islamic boarding schools in several countries, such as Malaysia and Thailand.

**Table 1. Research publications with keyword "pesantren"**

Database	Total Publication	Scope
Cambridge Core	16	-
Emerald Insight	48	7
Oxford	36	2
Sage	104	3
Science Direct	90	4
SpringerLink	316	1
Taylor & Francis Online	380	8
Other Journal	40	9
Total	990	34

*Source: Processed data*

Based on the search results on seven databases and reputable domestic journals, the researchers found 990 articles with the keyword "pesantren" (Table 1). Then the filter is done by looking at the topics discussed, then the result is 34 papers. Based on year of research, in the last three years has increased compared to previous years. There are 7 papers in 2021, which is the highest compared to other years (Table 2).

**Table 2. Classification of Manuscripts by Publication Year**

<b>Tahun</b>	<b>Total</b>	<b>Persentase</b>
2009	2	5,89%
2010	1	2,94%
2011	2	5,89%
2012	1	2,94%
2013	1	2,94%
2014	1	2,94%
2015	2	5,89%
2016	1	2,94%
2017	1	2,94%
2018	4	11,76%
2019	5	14,71%
2020	5	14,71%
2021	7	20,59%
2022	1	2,94%
<b>Total</b>	<b>34</b>	<b>100%</b>

*Source: Processed data*

In general, articles with the keyword “pesantren” discuss more about the education system, it has not led to economic topics. Nevertheless, many several correlations that can be taken as a midpoint for the development of a pesantren-based economy. This session discusses the description of the main classifications of 5 topics, namely Entrepreneurship, Leadership, Empowerment, Management, and Multicultural and Politics. Topics of the papers are listed in Table 2.

**Table 3. Paper classification based on scope**

<b>Topic</b>	<b>Author</b>
Entrepreneurship	Anggadwita & Dana (2021)
	Wibowo et al (2022)
	Zaki et al (2020)
	Rofiaty (2019)
Leadership	Indrawati (2014)
	Hanafi et al. (2021)
	Budiwiranto (2009)
	Yusuf & Taufiq (2020)
	Usman & Syabuddin (2021)
	Arifin & Taufiq (2018)
	Jawas (2017)
	Fahrurrozi (2018)
	Pribadi (2015)

Empowerment	Purnomo (2015)
	Zaki et al (2019)
	Hudaefi & Heryani (2019)
	Permani (2011)
	Mangunjaya, (2011)
	Zaki (2022)
Management	Buanaputra (2021)
	Mas'ud et al (2019)
	Isbah, (2020)
	Siregar (2016)
	Halim (2018)
	Uhbiyati (2015)
	Nilan (2009)
Multicultural and Politics	Mujahid (2021)
	Helmy & Ali (2021)
	Parker & Raihani (2011)
	Raihani, (2012)
	Latif & Hafid (2021)
	Bazzi (2020)
	Azizah et al (2021)
	Marzuki et al (2020)

## Lessons for Policymakers and Avenues for Future Research

### *Entrepreneurship*

Over the past three years, the topic of entrepreneurship in pesantren has gained significant attention. Anggadwita & Dana (2021) describe the human development cycle in enhancing entrepreneurial activities within pesantren. These empowerment initiatives actively engage students, with the aim of exploring their entrepreneurial potential. Al-Ittifaq Islamic Boarding School, with a strong entrepreneurial vision, fosters a future-oriented business environment by leveraging technology and innovation to implement the concept of humane entrepreneurship. The cultivation of an entrepreneurial culture in pesantren begins with the internalization of entrepreneurship education among students (Zaki et al., 2020), which subsequently shapes their entrepreneurial behavior both during their time in the pesantren and after graduation. Moreover, entrepreneurial orientation and knowledge management in pesantren have been shown to have a positive and significant impact on innovation (Rofiaty, 2019).

Several key insights can be drawn from entrepreneurship in pesantren. First, entrepreneurship instills a sense of independence in students, preparing them to develop economic self-reliance and resilience after graduation (Zaki et al., 2020). Second, entrepreneurship in pesantren integrates Islamic values into

business practices, embedding ethics based on the concept of “barokah” or blessing in the pursuit of livelihood (Zaki et al., 2020; Anggadwita & Dana, 2021; Wibowo et al., 2022). Third, as educational institutions, pesantren possess abundant human resources that are ready to contribute to society. Continuous improvements in entrepreneurial strategies and education allow pesantren to seize opportunities for young Muslim entrepreneurs and address competitive challenges. The more effectively knowledge is managed, the stronger the strategies implemented to enhance the competitiveness of pesantren businesses (Rofiaty, 2019).

#### *Lesson for the government*

Based on these findings, several policy recommendations should be considered by the government. Given that pesantren have significant potential to produce young entrepreneurs, especially in the MSME and agricultural sectors, strategic policies supporting the development of entrepreneurship in pesantren are crucial. The government should facilitate easier access to capital, whether through banks or other financial institutions, as students often lack the information necessary to obtain financing for their ventures. Additionally, expanding training and mentorship programs will equip young entrepreneurs with the skills and knowledge they need to run and grow their businesses.

#### *Futher research*

Moreover, this literature review highlights the need for further research. While several studies have explored entrepreneurship education in pesantren, more in-depth research is required to examine the entrepreneurial success of pesantren alumni. The vast network of pesantren alumni offers considerable potential for joint business models that could open wider business opportunities. Some pesantren alumni have even established Islamic financial institutions to address capital challenges. Therefore, a comprehensive and in-depth study is needed to capture this potential and to further explore how alumni networks can strengthen economic resilience through collaborative entrepreneurship.

#### *Leadership*

Budiwiranto (2009) explains that the charismatic leadership possessed by the *kyai* (pesantren leader) encourages the community to follow his directives, often avoiding any opposition. Similarly, Pribadi (2015) found that in Madura, the religiosity of the *kyai*, emphasized through his charisma, plays a central role in influencing the community. The leadership of the *kyai* is often equated with that of the village leader, as they hold similar levels of authority. In Lombok, the *Tuan Guru* (the title for *kyai* in Lombok) also wields significant charisma, granting them legitimacy as religious, social, and cultural figures within the community (Fahrurrozi, 2018). According to Yusuf & Taufiq (2020), the leadership in pesantren is reflected in the varied



responses to policies made by the *kyai*, each employing different approaches based on the situation.

During the COVID-19 pandemic, *kyai* leadership demonstrated its ability to enact policies addressing both educational continuity and economic crises (Hanafi et al., 2021). Arifin & Taufiq (2018) highlight a model and strategy for leadership, based on local wisdom, through the implementation of Islamic crash courses. In another case, Indrawati (2014), through a study at the Sunan Drajat Islamic Boarding School, identified a model of inspirational leadership within pesantren business management, where the concept of *uswatun hasanah* (good moral example) from the *kyai* had a positive impact on all employees.

From these studies, two important lessons on pesantren leadership emerge. First, pesantren leaders – whether they are referred to as *kyai*, *Tuan Guru*, or *Teungku* – possess significant charisma, which greatly influences their followers (Budiwiranto, 2009; Pribadi, 2015; Fahrurrozi, 2018). Their influence extends beyond religious matters, impacting the social, political, economic, and cultural aspects of their surrounding communities (Pribadi, 2015; Yusuf & Taufiq, 2020), and particularly in the development of pesantren business units (Indrawati, 2014).

Second, while their leadership style may appear authoritarian, the *kyai's* charisma is essential for improvising decisions within the community. The *kyai* often serves as the cornerstone in addressing socio-economic issues in the community. Thus, their leadership is pivotal not only in shaping the socio-economic and political systems within the pesantren but also in the broader community context, whether through internal pesantren dynamics or external relationships.

#### *Lessons for Government*

Previous research has shown that the leadership of pesantren figures, especially the *kyai*, has a significant impact on society. The community's obedience to the *kyai* presents a valuable opportunity to harness this influence for the greater benefit of society. To maximize this potential, cooperation between the *kyai* and the government is crucial, particularly in developing solutions to societal problems. The *kyai*, as the central figure in pesantren, must balance their dual roles as both managers and spiritual leaders. Moreover, the *kyai* can serve as both subject and partner to the government, especially in policy-making that pertains to community welfare.

#### *Further research*

Future research should focus on exploring the role of *kyai's* charismatic leadership in improving community welfare. The theory of charismatic leadership provides a relevant framework for such discussions. Despite the significant number of pesantren and the central role of *kyai* within them, there has been limited research on how their leadership shapes community welfare.

Given the importance of pesantren in Indonesian society, this is a critical area for further exploration.

### *Empowerment*

Zaki et al. (2019), in their case study of Pesantren Sidogiri, found that community empowerment within Pesantren is facilitated through robust and extensive networks. Moreover, pesantren has established community forums for business collaboration, positively impacting various sectors of the local economy (Zaki et al., 2022). Similarly, higher education institutions play a collaborative role in empowerment through business and product development, knowledge and technology transfer, and network expansion (Purnomo et al., 2015).

Pesantren directly creates opportunities as agents of socio-economic change in Indonesia (Permani, 2011). Their involvement reaches communities with limited economic access. It plays a crucial role in Muslim communities, especially in rural areas. Pesantren has been empirically shown to directly engage the economically disadvantaged by employing them as educators and staff in their business units (Hudaefi & Heryani, 2019). Furthermore, Mangunjaya (2011) highlighted pesantren's contributions to environmental conservation through collaborative activities, underscoring their role in sustainability.

Entrepreneurship within pesantren offers three key lessons. Firstly, it fosters an independent spirit among students, ensuring they graduate with an entrepreneurial mindset. Traditionally associated with the lower middle class, pesantren provide employment opportunities for students and the surrounding community through their business units (Hudaefi & Heryani, 2019). Pesantren alumni often focus on job creation, both for themselves and their communities (Permani, 2011). Secondly, collaboration among pesantren business units significantly contributes to achieving Sustainable Development Goals (SDGs), such as poverty alleviation (SDG 1) and partnership development (SDG 17) (Zaki et al., 2022). This participation can be further enhanced through the development of social enterprise platforms that promote more advanced economic and education systems (Purnomo et al., 2015). These lessons align with ongoing government efforts to intensify business development and pesantren independence.

### *Lesson for the government*

The ability to use knowledge to explore opportunities in pesantren is generated through from traditional intellectual capital and implementation of the integration of religious teachings in the economic field (Fauroni & Quraisy, 2020). The existence of a pesantren law which also discusses the role of pesantren in the economy, the government also needs to pay attention to derivative rules that can develop pesantren business. Pesantren can provide alternative views on sustainable development.



The Ministry of Cooperatives and MSMEs is the government's hand in building the pesantren economy for community empowerment through pesantren cooperatives. The government can also support Kopontren (pesantren cooperatives) in opening up markets for local communities that allow them to gain access to economic resources. BMT or sharia cooperatives initiated by Islamic boarding schools are also effective in reducing poverty, as in BMT Sidogiri (Adnan & Ajija, 2015).

#### *Futher research*

Study on the economic role of pesantren and economic empowerment through pesantren is being carried out by many researchers in recent years. There is a lot of potential that can be explored through strengthening the pesantren economy, especially in the field of empowering MSMEs through cooperatives. Issues surrounding the economic empowerment of pesantren can also be broader, especially in the management of productive waqf in pesantren, in the agricultural sector, or in other potential sectors to create various jobs.

#### *Management*

Several studies on pesantren management have highlighted various aspects of its operation. Pesantren management primarily focuses on the education system, integrating traditional and modern approaches in response to modernization and globalization (Isbah, 2020). According to Halim (2018), the reputation and network of pesantren have improved through the use of technology and social media platforms. Moreover, Uhbiyati (2015) explains that competency-based human resource development in traditional educational institutions, such as pesantren, can enhance the quality of their human resources. Globalization and increasing competition have forced pesantren to adapt, even though they continue to maintain a strong traditional system.

Waqf plays a critical role in the development of pesantren (Bazzi, 2020). Siregar (2016) argues that religious and social institutions, including pesantren established by Muslims, should be managed under the legal structure of the Waqf Management Agency, rather than foundations. Furthermore, changes in accounting practices and the implementation of accountability mechanisms are necessary to increase the legitimacy of pesantren management (Buanaputra et al., 2021). In support of this, Mas'ud et al. (2019) note that the government has responded positively by providing both financial and managerial assistance to pesantren, recognizing their dual role in education and the economy.

While research on pesantren management has mostly focused on educational and teaching systems, economic empowerment has not been fully optimized within this framework. A significant aspect of pesantren management lies in economic development. Waqf, which serves as a model in various pesantren, has the potential to bring substantial benefits to the community. Waqf assets can be further developed by waqf managers (Siregar, 2016). In this regard, stakeholders, regulatory bodies, and Islamic organizations play a

key role in promoting accountability practices within waqf (Yaacob et al., 2015). Transparency in management is equally important, as a rational and transparent system can enhance the legitimacy of pesantren (Buanaputra et al., 2021).

#### *Lessons for Government*

In the context of modernization, pesantren have maintained traditional systems in some areas of management, although many have advanced in education and economic development. The enactment of Pesantren Law No. 18 of 2019 has reinforced the structural and operational management of pesantren. This presents an opportunity for the government to collaborate with various stakeholders, such as state-owned enterprises (BUMN) and the private sector. Training in cooperative management is also essential, as pesantren cooperatives play a significant role in ensuring the financial sustainability of these institutions (Saefullah & Effendi, 2019).

The development of productive waqf management has had a positive economic impact on the welfare of pesantren (Winarsih et al., 2019). However, the issue of unproductive waqf management remains a challenge. The government, through the Indonesian Waqf Agency, should encourage pesantren to adopt more effective practices in managing waqf. Additionally, the establishment of the Pesantren business association (Hebitren), initiated by Bank Indonesia, must be expanded to support production processes from upstream to downstream.

#### *Further research*

Despite these advancements, the separation of pesantren management from business units has not been comprehensively studied. Future research could explore the impact of separating business management from the internal management of Islamic boarding schools to provide insights into the optimal structure for managing both educational and business activities. Another promising area of research involves investigating the role of productive waqf in various sectors of pesantren management, such as education and microenterprise, to maximize its potential for future development.

#### *Multicultural dan politic*

Marzuki et al. (2020) explained that the development of multicultural education provided to students is shaped by the thoughts and perspectives of Islamic boarding school leaders, or kyai, who emphasize inclusive teaching materials while upholding the principle of rahmatan lil'alam. The entire process of cultivating moderate character is rooted in religious foundations, specifically the Qur'an and hadith (Helmy & Ali, 2021; Latif & Hafid, 2021), and is aligned with contextual experiences that address dynamic and global challenges (Mujahid, 2021). Raihani (2012) further emphasized the complex relationship between the state and society, where schools, including pesantren, play a vital role in fostering multicultural citizens.

In line with these observations, Bazzi (2020) noted that institutional shifts in the religious sphere have affected culture, social organization, and politics, particularly in the management of waqf land. Many landowners have transferred ownership to waqf under the authority of religious leaders, which underscores the socio-political influence of these institutions. On the other hand, Azizah et al. (2021) argued that the pesantren family plays an influential role in Indonesian politics, leveraging social, economic, and political capital during general elections.

Building upon these insights, it is clear that the formation of multicultural character in the face of globalization has become a focal point in educating students in Islamic boarding schools. The personal identity nurtured within pesantren shapes individuals' perspectives, attitudes, and behavior, promoting positive tendencies (Raihani, 2012; Mujahid, 2021). The intended outcome of this multicultural education is the creation of ummatan wasathan – a moderate community – capable of adapting to globalization. Additionally, pesantren have historically played an important role in Indonesian politics, both directly and indirectly. With their extensive networks, pesantren possess significant social, economic, and political capital, enabling them to influence political power at both local and national levels (Azizah et al., 2021).

#### *Lesson for Government*

Since the reform era, Indonesia has undergone numerous political changes, including shifts in multicultural education policies (Raihani, 2017). Throughout these changes, pesantren have remained actively involved in both the political and multicultural landscapes of the country. The government's engagement with Islamic boarding schools in formulating community economic policies is crucial. The establishment of the Pesantren Business and Economic Association (Hebitren) in 2019, which collaborates with various government agencies, marks a significant milestone in pesantren's involvement in shaping these policies. Furthermore, pesantren continue to play a vital role in addressing multicultural issues, contributing positively to economic development within a diverse society.

#### *Further Research*

Multiculturalism and economic development remain central themes in Indonesia's pluralistic society. While the role of pesantren in the political and multicultural arenas has been acknowledged, there is still a need for deeper exploration of their contributions to community economic development. The sustainability of successful pesantren over the decades highlights the importance of further studies on multiculturalism as a key factor in their continued influence and their significant impact on political and economic development.

## CONCLUSION

This study has compiled literature on pesantren and addressed the extent of research related to this topic in Indonesia. It presents a main analysis of the issues and challenges associated with the economic development of pesantren. The aim is to assess the current state of research development on Islamic boarding schools in Indonesia. To the best of the author's knowledge, research on the economics of Islamic boarding schools remains scarce, particularly in reputable journals, especially over the past 20 years. The discussion on pesantren development includes five main topics derived from 34 papers. In response to the growing interest in pesantren studies, research published in reputable international journals has increased over the last five years. This trend indicates that research on pesantren continues to evolve across various fields, particularly concerning their economic roles.

In conclusion, the compilation of studies on pesantren is expected to yield recommendations for the government and future research endeavors. First, the existence of Law No. 18 of 2019 concerning pesantren reflects the government's commitment, followed by various economic activities involving these institutions. The issues and challenges identified in the research suggest that pesantren and the government share a common vision in fostering social, economic, and political balance.

Second, the continuous growth of research on pesantren highlights the expanding range of topics available for future exploration. Community economic empowerment through pesantren—encompassing both internal and external economic management—is a theme that warrants further investigation. This includes areas such as Kopontren (pesantren cooperatives), micro waqf banks, and productive waqf based on pesantren initiatives. In summary, this research serves as a response to the study of the economic role of pesantren in Indonesia. Future researchers can further develop the themes of economics and empowerment based on pesantren, utilizing various research models in reputable international journals.

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