

ABSTRAK

Sifa Sefti Solihat: Implementasi Strategi Kewirausahaan dalam Membentuk Kemandirian Santri (Studi Kasus di Unit Usaha DN Bakery Pondok Pesantren Darussalam Rajapolah Tasikmalaya).

Kemandirian santriwati menjadi tantangan utama pendidikan pesantren di era modern. DN Bakery, unit usaha Pondok Pesantren Darussalam Rajapolah Tasikmalaya yang berdiri sejak 2018, telah memproduksi estimasi 260.000 produk hingga 2025 dan memperluas pasar melalui kerja sama dengan pemerintah daerah. Namun program ini masih terkendala keterbatasan fasilitas produksi dan rasio pendamping yang belum proporsional, sehingga proses transformasi menuju kemandirian belum berjalan optimal.

Penelitian ini bertujuan mendeskripsikan implementasi strategi kewirausahaan melalui empat aspek: pengaturan sumber daya, penetapan peran dan tanggung jawab, pola kepemimpinan, serta budaya kerja di Unit Usaha DN Bakery, dengan berlandaskan model manajemen strategis Fred R. David (2013) pada tahap implementasi strategi dan teori kemandirian remaja Steinberg (2002) yang mencakup otonomi emosional, perilaku, dan nilai.

Penelitian ini menggunakan paradigma konstruktivistik dengan pendekatan kualitatif dan metode studi kasus. Data dikumpulkan melalui observasi langsung, wawancara mendalam kepada informan utama dan pendukung, serta dokumentasi. Keabsahan data diuji melalui triangulasi sumber, teknik, dan waktu, kemudian dianalisis melalui reduksi data, penyajian data, dan penarikan kesimpulan.

Hasil penelitian menunjukkan: pengelolaan sumber daya melalui rotasi kelompok membentuk disiplin dan tanggung jawab santriwati; penetapan peran progresif berbasis kompetensi mendorong kemandirian belajar; kepemimpinan partisipatif berbasis pendampingan mendorong kemandirian operasional; serta budaya kerja berbasis nilai pesantren dan kewirausahaan modern menghasilkan kemandirian nyata, tercermin dari keberhasilan santriwati kelas 6 menjalankan bazar secara mandiri. Strategi ini tidak hanya meningkatkan keterampilan teknis, tetapi juga memperkuat karakter, emosional, dan spiritual santriwati, sekaligus berkontribusi pada pengembangan ekosistem ekonomi berbasis nilai Islam dan relevansi kajian Manajemen Dakwah dalam konteks pemberdayaan lembaga pesantren.

Kata Kunci: Implementasi strategi; Kemandirian santri; Kewirausahaan; Pondok pesantren; Unit usaha.

ABSTRACT

Sifa Sefti Solihat: Implementation of Entrepreneurship Strategy in Forming Santri Independence (A Case Study at DN Bakery Business Unit, Darussalam Rajapolah Islamic Boarding School, Tasikmalaya).

The independence of female Islamic boarding school students (*santriwati*) remains a central challenge in pesantren education in the modern era. DN Bakery, a business unit of Pondok Pesantren Darussalam Rajapolah Tasikmalaya established in 2018, has produced an estimated 260,000 products through 2025 and has expanded its market through collaboration with local government. However, the program continues to face constraints, including limited production facilities and a disproportionate ratio of supervisors to students, which has prevented the transformation process toward independence from running optimally.

This study aims to describe the implementation of entrepreneurship strategies through four aspects: resource management, role and responsibility assignment, leadership patterns, and work culture at the DN Bakery Business Unit. It is grounded in Fred R. David's (2013) strategic management model at the strategy implementation stage, and Steinberg's (2002) theory of adolescent independence, encompassing emotional, behavioral, and value-based autonomy.

This study employs a constructivist paradigm with a qualitative approach and case study method. Data were collected through direct observation, in-depth interviews with primary and supporting informants, and documentation. Data validity was tested through triangulation of sources, techniques, and time, and subsequently analyzed through data reduction, data presentation, and conclusion drawing.

The findings indicate that: resource management through group rotation cultivates discipline and responsibility among students; progressive, competency-based role assignment promotes independent learning; participatory mentorship-based leadership fosters operational independence; and a work culture grounded in pesantren values and modern entrepreneurship produces tangible independence, as evidenced by sixth-grade students successfully running a bazaar autonomously. This strategy not only enhances technical skills, but also strengthens the character, emotional resilience, and spiritual dimensions of the students, while simultaneously contributing to the development of an Islamic values-based economic ecosystem and affirming the relevance of Da'wah Management studies in the context of pesantren institutional empowerment.

Keywords: Strategy implementation; Student independence; Entrepreneurship; Islamic boarding school; Business unit.