

# Entrepreneurship Development Communities based on Mosque: Educational Management Review

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## Abstract:

This study aims to find a model of education management for the entrepreneurship development of community based on mosque as a form of community mental revolution movement. The research method used is participatory action research (PAR) which is carried out through four stages, namely, planning, observation, and reflection, which in its implementation are carried out in various cycles of activities with the people of Bantur District. The results showed that mosque-based community entrepreneurship development education management activities were able to identify the actual conditions of the community through a SWOT analysis, which in turn found strategies and methods in solving the problems they faced. After the planning is implemented, the community implements it with the assistance and facilitation of the researcher. Observations were made to identify and analyze strengths, weaknesses, challenges, and opportunities. This was done by involving the community. Furthermore, the community's efforts are then reflected and evaluated; both strengths, weaknesses, challenges, and opportunities are carried out by involving the community.

**Keywords:** *Education Management, Entrepreneurship, Mosque, Society, SWOT*

## Abstrak:

Penelitian ini bertujuan menemukan model manajemen pendidikan pengembangan entrepreneurship masyarakat berbasis masjid sebagai bentuk gerakan revolusi mental masyarakat. Metode penelitian yang digunakan adalah *participation action research* (PAR) yang dilaksanakan melalui empat tahapan, yaitu; perencanaan, tindakan pengamatan, dan refleksi, yang dalam implementasinya dilakukan dalam berbagai siklus kegiatan bersama warga Kecamatan Bantur. Hasil penelitian menunjukkan bahwa kegiatan manajemen pendidikan pengembangan entrepreneurship masyarakat berbasis masjid mampu mengidentifikasi kondisi riil masyarakat melalui analisis SWOT, yang selanjutnya menemukan strategi dan metode dalam memecahkan problematika yang dihadapinya. Setelah perencanaan dilaksanakan, masyarakat mengimplementasikannya dengan dibantu dan difasilitasi oleh peneliti. Pengamatan dilakukan untuk mengetahui dan menganalisis kekuatan, kelemahan, tantangan dan peluang ini dilakukan dengan melibatkan masyarakat. Selanjutnya, usaha yang telah dilakukan masyarakat kemudian direfleksikan dan dievaluasi, baik kekuatan, kelemahan, tantangan dan peluang ini dilakukan dengan melibatkan masyarakat tersebut.

**Kata Kunci:** *Manajemen Pendidikan, Entrepreneurship, Masjid, Masyarakat, SWOT*

## INTRODUCTION

The Prophet Muhammad exemplified the educational management model for developing mosque-based community entrepreneurship by building a mosque as the first step of his intention to build a civil society (Ridwanullah, 2018). Managing a mosque focuses not only on its physical appearance but also on its congregation (Sholihin, 2019). In addition to functioning as a house of worship, the mosque is also a center of social and economic activities (Fawaid et al., 2019). The wealth does not determine the success of living for the Muslim, power, companions, and flattery gained, but it is the salvation and happiness of life in the world and the hereafter (Fahim et al., 2021). On the other hand, in this era of industry 4.0 or disruption, which becomes global, the effect of technology, especially information and communication and transportation, runs rapidly (Muali et al., 2019; Cotet et al., 2020). The reform of the Islamic education system has included both the conceptual-theoretical and operational-practical levels and the fundamental aspects that underlie the students' lives; it is a monotheistic faith that has a monolatry dimension of piety to God (Iskandar, 2017; Yusmaliana & Widodo, 2019). It encourages and ignites to play a fundamental role in all aspects of life. Religion as a value order requires an artistic medium so that its existence is grounded in the lives of its adherents, and it is expected to become an institution for the experience of faith in the *Khaliq* (Zamakhsari, 2020).

Likewise, with the science of Islamic education management, scientific values are needed to strengthen human resource quality (Cobanoglu et al., 2018), especially for the development of mosques as places of worship for Muslims. Through the concept of planning, organizing, actuating, and evaluating (Sugiono, 2018), it is essential to recognize the potential of human resources and natural resources owned by the community around the mosque. In addition, SWOT analysis is also used as a medium to analyze the entrepreneurship development program carried out by researchers in developing community potential through research activities and community service in Bantur sub-district, Malang Regency. This is where the fundamental role of Islamic education management is played, namely strengthening the values of Islamic education, which is very helpful for improving people's lives, especially for the development of community entrepreneurship in the agricultural sector.

The development of plantation agro-industry is a significant effort to attract and encourage new industries in the agricultural sector, create a resilient economic structure, add value to product jobs, and increase foreign exchange receipts (Fahim et al., 2020). Agro-industry development is a continuation of agricultural development. It has been proven that agro-industry can increase the income of agribusiness actors, absorb labor, increase foreign exchange earnings, and encourage the emergence of other industries. Agro-industry development is a significant effort to achieve several goals: attracting and encouraging new industries in the agricultural sector, creating a solid economic structure, creating added value, creating jobs, and increasing foreign exchange earnings (Soekartawi, 2001; Soekartawi, 1996; Soeharjo. 1991). Four strategies

can be used, namely SO strategy (utilizing all strengths to seize opportunities), ST strategy (utilizing all strengths to overcome threats), WO strategies (utilizing all opportunities to minimize weaknesses). Moreover, WT strategy (minimizing weaknesses to avoid threats) (Ravi, 2021).

The agro-industry that is expected to increase the income of agribusiness actors is the plantation agro-industry. This is considering that the plantation agro-industry is relatively directly connected to farming. One of the plantation agro-industries whose existence has already got a place in the community is the agro-industry that processes various fruits taken from their respective trees into various handicraft products (chips, sele, fruit juice, etc.).

Fruit crops are one of the most abundant agricultural commodity crops in Indonesia. The commodity of fruit crops is considered very useful for the community with all kinds of diversification. Fruit plants have many benefits ranging from making various kinds of chips to various sele and drinks (Anonymous, 2010; Robin, 2008; Rohana, 2006; Palungkun, 1993; Aziz, 1993; Ministry of Agriculture, 2008).

In its development, it turns out that fruit crops can produce many derivative products, such as various fruit chips, sele, and fruit juice. Processing of fruit crops is considered to be far more profitable than selling only the raw fruit, so the efforts of farmers in the agro-industry to diversify processed fruit crops into handicrafts of various fruit chips, sele, and fruit juice play a vital role in increasing income and business opportunities as well as potential to be developed. Fruit-growing agro-industry is one form of agro-industry mainly cultivated on a household scale, so the fruit plantation agro-industry has not been able to play a leading role.

According to information from the Indonesian Mosque Council (DMI) in Bantul District, the number of fruit plants in Bantul District is very abundant, especially bananas. . Therefore, with the increase in processed fruit crops, it is hoped that can encourage the development of fruit-growing agro-industry so that later it can increase the profits of these fruit-planting producers. Produced and marketed.

In Malang Regency, especially in Bantul District. Fruit agro-industry is expected to develop due to the abundant natural resources for fruit trees as raw materials for the manufacture of various handicrafts made of fruit chips, sele, and fruit juice (<http://bantul.malangkab.go.id>, 2017). The Malang Regency Government has established fruit crops as one of the raw materials for potential superior products that can improve the economy in the Malang Regency area. This can be seen from the number of home industries that use derivatives from fruit plant raw materials.

However, by looking at the potential for developing this fruit crop agro-industry. It turns out that in the development of fruit growing agro-industry, it is still faced with several obstacles, such as limited capital, limited workforce skills, and lack of knowledge about management in running a business. This indirectly causes the quantity and quality of fruit crop production to be below so that the profits obtained by fruit plant producers are low (Lutony, 1993; Hanani, 2003; Suryana, 1990; Supriyati, 2006).

In addition, the fruit growing agro-industry in the area is still cultivated on a household scale, and the production process is still done traditionally so that the quantity and quality of fruit production produced are still low. At the same time, the demand for processed derivatives from fruit crops from household and industrial consumers continues to increase along with the increasing population and the development of the industrial sector.

In this case, what causes the quantity and quality of processed derivatives production from fruit crops is still low, which is known from several activities in the agro-industry of processed derivatives from fruit crops such as operating activities and human resource management activities, and business financial activities. For operating activities in production to produce derivative products from fruit crops, producers are less diversified in product diversification. Each manufacturer only produces one kind of product that is the same as other manufacturers. This is because producers are satisfied with the processed products derived from the fruit plants they produce.

For human resource management activities, the existing workforce tends only to do the work assigned to them without any desire to create product diversification (Owenbiugie & Ekhaise, 2019), so that producers of processed derivatives from fruit crops find it challenging to improve the quality of the resulting production. Meanwhile, in business finance activities, the capital used is still limited because producers of processed derivatives from fruit crops generally still rely on their capital in running their business. With this limited capital, it is difficult for producers to increase the number of processed products derived from fruit crops to affect the profits obtained by producers of processed derivatives from fruit crops.

Based on the above conditions, it is necessary to conduct research on the management of education for the development of mosque-based community entrepreneurship in the context of developing fruit-growing agro-industry to increase the income of fruit-growing producers so that later fruit-growing agro-industry can be developed further as a form of mental revolution movement in Bantur District, Malang Regency.

## RESEARCH METHODS

The research method used is Participation Action Research (PAR) by making the community the subject, not the research object. The community itself will solve the problems that exist there. The community itself will want to develop by knowing the activities that become competitive advantages in the agro-industry in developing the processed agro-industry of fruit plant derivatives to increase their income so that later the processed agro-industry of fruit plant derivatives can be developed further. The community itself will develop strategies and methods to solve problems in their environment, and the community itself will overcome, solve, and find a way out. And independent.

There are four stages in this research, namely; 1) Planning. This planning is carried out after taking into account the actual conditions in the community by using a SWOT analysis. Identifying problems in the community and analyzing strengths, weaknesses, challenges, and opportunities are done by

involving the community in Bantur District. This planning includes strategies and methods in solving problems faced by the community in Bantur District; 2) Action. After the planning process is carried out, the people of Bantur District implement the plans that have been made with the assistance and facilitation of researchers; 3) Observation. Observations were made to observe and analyze strengths, weaknesses, challenges, and opportunities. This was done by involving the community in Bantur District, and 4) Reflection. The people's efforts of Bantur District are reflected and evaluated; both strengths, weaknesses, challenges, and opportunities are carried out by involving the community. This reflection and evaluation led to a plan as in the first point to complete the existing problems in the community, both those that had not been completed in the first stage or to solve new problems, to reach the people of Bantur District who were peaceful, prosperous, *sakinah*, *mawaddah* and full of grace, which independent.

## RESULTS AND DISCUSSION

### Entrepreneurship Educational Management for Community based on Mosque

History has proven that the Prophet Muhammad chose to build a mosque as the first step to build a civil society (Ridwanullah, 2018). Managing a mosque focuses not only on its physical appearance but also on its congregation. The mosque must empower and prosper the congregation, not become a burden on the congregation. Economic empowerment practices running include Ramadan Afternoon Market, Jogokariyan Batik Caps, Angkringan and Health Clinics. The positive impacts felt by the community include increased income, welfare, and health (Sholihin, 2019). Mosques can also function as centers of economic empowerment for Muslims. A Mosque is the center of Muslim activities, either worship, economic, or social activities (Sochimin, 2017). It is strengthened (Kadim et al., 2019) that the function of the mosque is not only as a house of worship but also as a center for social and economic activities. To increase public trust in the context of implementing excellent service, it can be done through; tangible modality, creating good communication, in-service training, the interconnection between employees, and an integrated approach to quality service (Amalia, 2020; Bakar & Hasanah, 2021). The principal needs to have managerial skills to optimize his performance (Kalangi et al., 2021). The strategy is to improve human resource quality through utilizing materials, talk space, knowledge sharing culture, benchmarking best practices (Silviani et al., 2021).

Fruit agro-industry in Bantur District, Malang Regency can develop because it has potential, namely the availability of Human Resources (HR) as labor and Coconut Natural Resources (SDA), which are raw materials in the processing of fruit crops. However, in its development, the agro-industrial processing of fruit crops still has several obstacles, including limited capital, limited workforce skills, and lack of knowledge about management in running a business. This can affect the quantity and quality of the production of processed fruit crops produced.



To overcome the problem of agro-industry productivity, it is necessary to identify activities that become competitive advantages in this agro-industry, namely primary activities and supporting activities (Porter, 1994). Primary activities consist of inbound logistics, operations, outbound logistics, marketing and sales, service. Meanwhile, supporting activities consist of purchasing, technology development, human resource management, and company infrastructure.

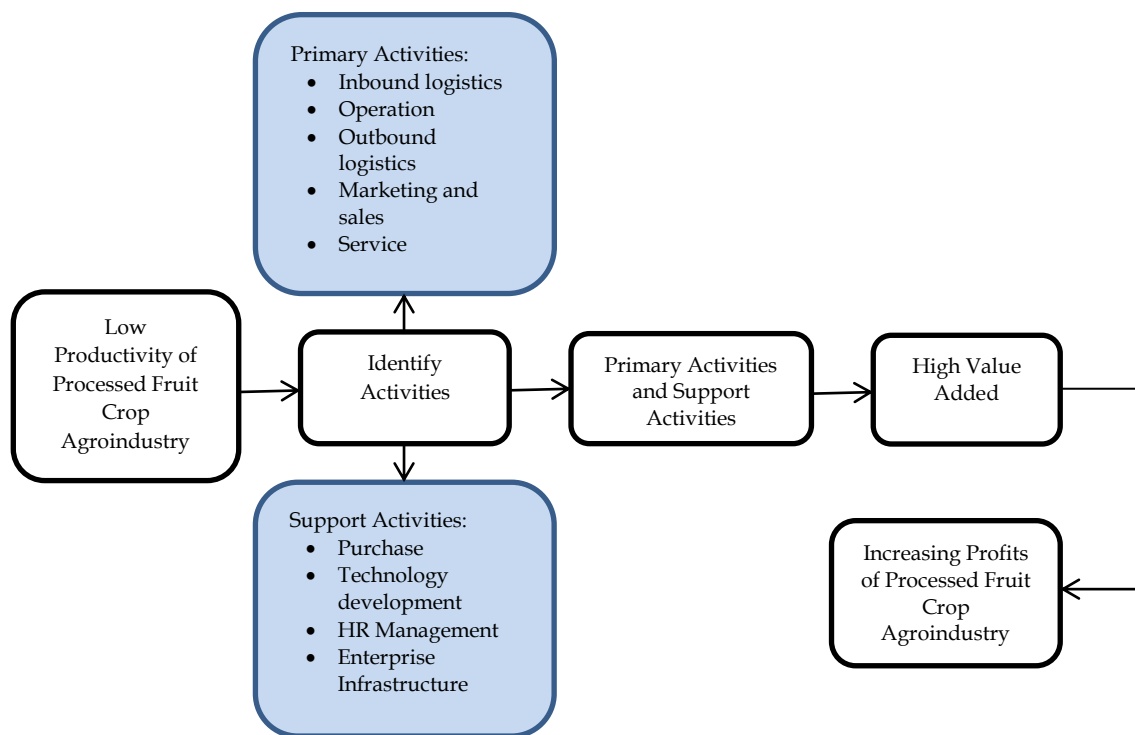
*Inbound logistics* is associated with receiving, storing, and distributing inputs to products. *Operations* are activities related to converting inputs into final products. *Outbound logistics* are activities related to the collection, storage, and physical distribution of products to buyers. Marketing and sales are activities related to providing a means buyers can use to buy products and influence them to buy. At the same time, the service is an activity related to the provision of services to increase or maintain the product's value.

Purchasing refers to the purchase function of inputs used in the company's value chain; purchased inputs include raw materials, auxiliary materials, and complementary materials. *Technology development* is an activity related to efforts to improve products and processes. Human resource management consists of recruiting, hiring, training, developing, and compensating for all types of personnel (Ezeugbor & Victor, 2018). Meanwhile, the company's infrastructure consists of several activities, including general management, planning, finance, law, and government affairs.

According to Richer (2005), the value chain concept (value chain) is defined as a series of productive processes starting from the input provider of a product, production, marketing, and distribution to the final consumer. This approach systematically takes into account all stages of the production process. The value chain generally consists of three or more actors, ranging from producers, processors, distributors, sales intermediaries, large buyers, and consumers. The actors/partners in the chain cooperate to determine common goals, share risks and benefits, and invest both in time, effort, and available resources to improve working relationships.

Applying a value chain approach in an industry will create stronger linkages between actors to strengthen the industry itself and increase competitiveness. Potential sectors can be seen as a series of productive processes through the value chain approach. The added value of the value chain approach is its ability to create linkages and coordination among suppliers, manufacturers, traders, and distributors.

It is expected that primary and supporting activities will run well from these activities. So that the agro-industry of processed fruit crops has a high added value so that later it can increase the profits of producers of the agro-industrial processing of processed fruit crops. Systematically the above framework can be explained in Figure 1 below:



**Figure 1: Mosque-Based Community Entrepreneurship Development Model**

Furthermore, the form of a mosque-based community entrepreneurship education management model as a form of mental revolution movement, namely by developing entrepreneurship based on local potential processing agro-industries processed from fruit plants, especially with training and mental strengthening of empowered Islamic entrepreneurs, which are directed towards change, namely ; 1) Added value and benefits to processed agro-industry products from fruit plants, in the form of diversification of processed products from fruit plant derivatives, such as various fruit chips, jackfruit, salak, rambutan, banana sele, cassava ice cream and banana cake shreds; 2) Availability and skilled Human Resources (HR) as workers processing agro-industrial products processed from fruit plants, the form of which is the availability of skilled and qualified Human Resources (HR) as workers processing agro-industrial products processed from fruit plants; 3) The addition of knowledge about management in running a business, which can affect the quantity and quality of the production of processed handicrafts from the fruit plants produced, is manifested in the development of an Islamic entrepreneurial mentality with good and solid managerial provisions; 4) Increased knowledge about the importance of having a competitive advantage in processed agroindustry from fruit crops, marketing and sales, service, technology development, human resource management, and infrastructure, manifesting as the development of a strong Islamic entrepreneurial mentality that is good at seizing opportunities and looking forward; 5) The creation of an established life, so that religious life becomes cool and peaceful, full of a sense of togetherness and tolerance, its manifestation is the development of collective entrepreneurship that is more advanced and promising with the spirit of ukhuwah followed by collaboration with SMEs; and 6) The creation of a family

that is sakinah, mawaddah, and full of grace, the manifestation is the creation of a family that is sakinah, mawaddah, and full of grace with the development of collective entrepreneurship that is more advanced and promising with the spirit of ukhuwah.

## CONCLUSION

The educational management model for developing mosque-based community entrepreneurship as a form of mental revolution movement, namely; 1) Citizens can identify real conditions in society using SWOT analysis. which then finds strategies and methods in solving the problems it faces; 2) Action (action). After the planning process is carried out, the community implements the plans that have been made with the assistance and facilitation of researchers; 3) Observation (observation). Observations were made to observe and analyze the strengths, weaknesses, challenges, and opportunities. This was done by involving the community; and 4) Reflection (reflection). The community's efforts are reflected and evaluated; both strengths, weaknesses, challenges, and opportunities are carried out by involving the community. This reflection and evaluation led to a plan as in the first point to complete the existing problems in the community, both those that had not been completed in the first stage or to solve new problems, to reach the people of Bantur District who were peaceful, prosperous, sakinah, mawaddah and full of grace, which independent self-reliance, which is carried out by training in processing handicrafts processed by fruit plants, developing collective entrepreneurship among congregations and mosque residents, developing more advanced and promising collective entrepreneurship with the spirit of ukhuwah and introducing existing SMEs, developing product diversification, especially processed products. Fruit plants and building the entrepreneurial mentality of the congregation and the residents of the Bantur District mosque.

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