Design and Implementation of Entrepreneurial Management in Forming Student Entrepreneurship

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Abstract

The characteristics and background of students cannot be generalized from one to another. This requires good management so that it can create innovation in entrepreneurship. This study aims to analyze the design and implementation of entrepreneurship carried out in an effort to foster the entrepreneurial spirit of students. This research uses a qualitative approach with a case study research type. Data sources were obtained from five informants consisting of one Islamic Boarding School coach, one head of the Islamic Boarding School, one head of the Cooperative, one person in charge of the Business unit and one student. Research data were collected through observation, interview and documentation techniques. Data validity techniques were carried out using member checks and source triangulation and technique triangulation. The data analysis technique uses the theory of Miles Huberman and Saldana which includes data collection, data condensation, data presentation and verification or conclusion drawing. The results obtained from the research are the design and implementation of entrepreneurship management in shaping student entrepreneurship. This research is expected to be a positive contribution, provide views, and new initiatives regarding entrepreneurship management in fostering the spirit of entrepreneurship in the boarding school environment so that it can expand and provide benefits to entrepreneurship activists, especially those who are in the boarding school.

INTRODUCTION

Islamic boarding schools are one of the Islamic educational institutions that consistently contribute knowledge to religion, nation and state. The contribution of Islamic boarding schools in organizing education also confirmed its existence as part of the national education system (Arief & Assya'bani, 2023). Islamic boarding schools develop dynamically and follow the social rhythm of a changing global society. Although perceived as second-choice education, boarding schools continue to improve to participate in educating the nation's life (Syarifudin et al., 2023). Especially to carry out the functions of organizing education, da'wah, and community empowerment (Adhim, 2020).

The journey of the existence of Islamic boarding schools has experienced various developments in terms of science, science and technology. Law Number 18 of 2019 concerning Pesantren, 2019 regulates the implementation of the educational function, da'wah function, and community empowerment function. From these laws and regulations related to the implementation and recognition of the national education system.

The law is a reference that underlies the legal recognition of the existence of Islamic boarding schools in building, shaping, establishing and defending the sovereignty of the Indonesian republic related to culture, traditions, norms, activities, diversity and the professionalism of a teacher in implementing education so that it can guarantee the quality of the continuity of an education (Panut et al., 2021). This is also a new history of state recognition of Islamic boarding schools whose existence began before Indonesia's independence. The recognition of the law is not only part of the affirmation and facilities to Islamic boarding schools (Ilham & Zakariya, 2022).

Studying Islamic education must also refer to the Islamic boarding schools law and Minister of Religious Affairs Regulation number 30 of 2020 concerning the Establishment and Implementation of Islamic Boarding Schools. In addition to the laws that strengthen Islamic boarding schools institutions, (East Java Provincial Regulation Number 3 of 2022 concerning Islamic boarding schools Development facilities, 2022) which is related to the independence of Islamic boarding schools, namely the Islamic boarding schools development and empowerment facility, namely "one Islamic boarding schools one Product", which is a Islamic boarding schools -based community welfare improvement program through the empowerment of Islamic boarding schools, students, alumni, and the community (Harindiarsyah & Setiawan, 2021).

The negative paradigm attached to the management of Islamic boarding schools in Indonesia seems to be maintained until now. This is also a new history in the state's recognition of Islamic boarding schools, whose existence has begun to be seen as an educational institution that continues to preserve its status without innovation, thus remaining consistent with a backward, conservative, and traditional education system. Educational transformation is important given the strong challenges in the global era (Ruli et al., 2020). One of them is a massive transformation of values which has the logical consequence of the emergence of a new culture in strengthening the work ethic of human resources. If education still relies on certain aspects, it is certain that the world of education will be far behind other nations (Thabrani, 2013).

This matter is as stated by Hakim, (2019). that, Islamic boarding schools is the embodiment of the oldest Islamic educational institution in Indonesia. However, this is not accompanied by an appropriate correlation with sustainability and good management. It can be seen that until now there are still Islamic boarding schools educational institutions that are concerning in terms of educational facilities and infrastructure so that they need a way out of the existing problems and escape from ongoing mismanagement (Ratnawulan et al., 2022). Surprisingly, this educational institution remains in demand by the community and continues to exist from year to year.

Although the management of the boarding school is less professional, the boarding school still exists from year to year. There are even some people who say that if it is managed professionally, it will not succeed (Utama, 2020). Is this true? It may be true, but the existence of boarding schools like this will certainly experience stagnant development and can even experience setbacks and will be left behind by the development of the existing era. Perhaps there is no need to be surprised if lately there is a phenomenon that not a few of the existing

boarding schools, which used to have many students, then became uninhabited so that there were boarding schools that did not have students. If this continues, it is certainly not impossible that many Islamic boarding schools will go out of business (Santosa, 2021).

Thus, it can be concluded that management development is very urgent for boarding schools in entering the current era of globalization. The existence of a boarding school requires good management. Because without management, all efforts will be in vain, undirected and the achievement of existing boarding school goals will be increasingly difficult and not maximized.

The independence seen in the life of boarding schools is related to how students are independent to eat, drink, wash clothes, independence in learning, and even economic independence related to the world of entrepreneurship (Nawawi, 2024). As a religious institution, pesantren are required to answer the development of an increasingly dynamic era experiencing changes in various social and economic dimensions, the existence of pesantren today, apart from being an institution that concentrates on religious education, must also have hard skills and soft skills (Priatmoko, 2018). So that the output of pesantren can answer the challenges and changes of the times not only experts in religious knowledge but also have life skills about entrepreneurship (Mukhlison & Arif, 2023).

The emergence of problems in fostering the entrepreneurial spirit of each student in the boarding school education environment is not as easy as imagined, because it is related to different backgrounds so that they have different interests and interests or interests and talents. Moreover, self-confidence and responsibility are not owned by all students so that there is opposition in running entrepreneurship. The focus of this research is how is the design and implementation of entrepreneurship carried out in an effort to foster the entrepreneurial spirit of students.

The renewal of this research is to identify the design and implementation of entrepreneurship along with the innovations implemented in managing the types of businesses developed by Islamic boarding schools educational institutions, considering that the characteristics and locations cannot be generalized with those that have been applied in other institutions. So that this research can foster the spirit of entrepreneurship in students and can train students to become someone who has self-confidence, dares to take risks, is creative, innovative, capable in the field of religion as well as independent in economic terms. Because being an independent students in terms of the economy is very important in the midst of the process of modernity and interaction between societies and nations that know no boundaries anymore. This means that on the one hand the Islamic boarding schools maintains its identity and on the other hand is open to the times.

METHODS

This research uses a qualitative approach method with a case study research type (Asril, Engkizar, et al., 2023; Engkizar et al., 2024). Data sources were obtained from five informants consisting of one Islamic boarding school supervisor, one head of the Islamic boarding school, one head of the cooperative, one person in charge of the business unit and one student. This research was conducted at one of the Islamic Boarding Schools in Indonesia, namely Darun Najah Lumajang Islamic Boarding School, Indonesia (Asril, Syafril, et al., 2023; Engkizar et al., 2023). All informants are authorized parties and have a deep understanding of the focus of the research problem so that they can provide valid and precise information on the problems studied

(Alfarikh et al., 2021; Engkizar et al., 2022; Jaafar et al., 2023; Rahmad et al., 2021; Sugiyono, 2020). Data collection techniques use observation, interviews and documentation techniques. While data analysis techniques use the Miles and Huberman theory which includes data collection, data condensation, data presentation and conclusion drawing or verification (Engkizar et al., 2024; Satrial et al., 2024).
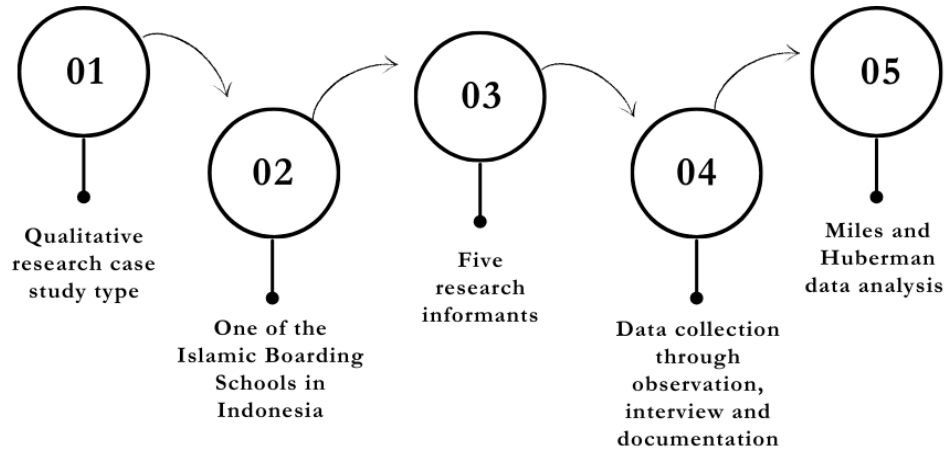

01 Qualitative research case study type

02 One of the Islamic Boarding Schools in Indonesia

03 Five research informants

04 Data collection through observation, interview and documentation

05 Miles and Huberman data analysis

Fig 1. Research method

RESULT AND DISCUSSION

Based on the analysis, the authors found that the implementation of entrepreneurship in shaping student entrepreneurship consists of two things, namely entrepreneurship design and implementation of activity programs.

Entrepreneurship Design

Based on the results obtained from interviews with research informants, observation and documentation, it can be seen that the entrepreneurship design in Islamic junior boarding school is as follows.
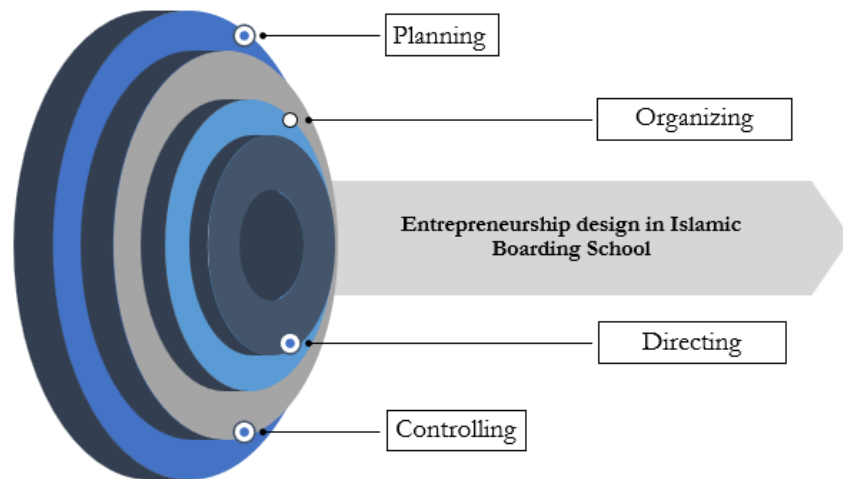

Planning

Organizing

Entrepreneurship design in Islamic Boarding School

Directing

Controlling

Fig 2. Entrepreneurship design in Islamic junior boarding school

First, planning. As a first step in creating a program that will be implemented in the planning process, the Islamic junior boarding school conducts a coordination meeting with the foundation and cooperative management as an effort to conduct structured planning from various related sectors, which include agriculture, convection, and fisheries. Based on the

results obtained from interviews and observations related to the planning carried out by the Darun Najah Lumajang Islamic boarding school, starting with a coordination meeting with the cooperative management, by creating a training program aimed at Madrasah Tsanawiyah and Vocational High School institutions, which was then continued with business management, marketing, and financial management and collaborating with outside parties both private and government.

Second, organizing. Organizing is the assignment of tasks as a result of the planning stage, these tasks are given to various individuals or groups in the organization that have been grouped. The Islamic Boarding School in an effort to realize its vision to produce independent and competitive students has built a structured and efficient entrepreneurial organization management. Based on the results obtained from interviews and observations, it can be seen that the organization of various entrepreneurial sectors has been done well so that it can produce superior products and experience an increase in each harvest which is then organized within the scope of the cooperative. Koperasi Pondok Pesantren Darun Najah Lumajang is the parent of various entrepreneurial activities which are divided into several business fields, so that all of these fields can be integrated and facilitate management.

Third, direction. Direction in entrepreneurial management is an important function that focuses on mobilizing and directing entrepreneurs and their teams to achieve predetermined business goals. Based on the results of interviews, and observations, it can be concluded that the direction in entrepreneurship carried out by the boarding school is in several ways, namely the Islamic boarding schools caregiver or Islamic boarding schools foundation management, by providing instructions, motivation, guidance, and supervision to students.

Fourth, control. Controlling pesantren entrepreneurship management is a series of activities carried out to ensure that pesantren entrepreneurship programs run in accordance with the vision, mission, and goals that have been set. Based on the results obtained by researchers through observations and interviews, it can be concluded that planning control in pesantren starts from coordination meetings with cooperative administrators, by creating training programs aimed at Madrasah Tsanawiyah and Vocational High School institutions. Organizing entrepreneurship starts from the caregiver's policy delegated to the cooperative management which includes fisheries, agriculture, and convection. directing entrepreneurship at the boarding school there are several ways, namely the caregiver of the boarding school or the board of the boarding school foundation, by providing instructions, motivation, guidance, and supervision to students. Entrepreneurship control in Lumajang Islamic Boarding School uses two ways, namely evaluation once a month and direct corrective action.

Design is a form of creative activity design that can produce various innovative things that are part of the physical and spiritual needs that can be obtained from the results of experience, expertise, and knowledge as a reflection of an attention to the process of appreciation and adaptation to the surrounding environment. The emergence of this design must be carried out properly as an effort to achieve the goals to be achieved, so good management is needed. Entrepreneurship management is an effort made to empower the various potentials found in the surrounding environment so that they can be of economic value which is done creatively, innovatively and with the determination to face future risks in obtaining profits as a form of results obtained in the success of educational programs such as those found in

institutions to produce student entrepreneurship.

The educational process can be pursued in various ways, one of which is through entrepreneurship learning, this is a form of effort to be able to hone expertise and improve the skills contained in students in addition to knowledge, so that it can be a provision in real life after graduating from an educational institution and can improve the economic status of oneself, family and society in the surrounding environment. The results of research that has been conducted at boarding school educational institutions obtained the findings as stated in the following data table:

Table 1. Entrepreneurship Design

Research focus	Research findings
How is the design of entrepreneurship planning in fostering the entrepreneurial spirit of students?	Planning at the boarding school starts from a coordination meeting with the cooperative management, by creating a training program aimed at Madrasah Tsanawiyah and Vocational High School institutions. Organizing entrepreneurship starts from the caregiver's policy delegated to the cooperative management, including fisheries, agriculture, and convection. There are several ways to direct entrepreneurship in boarding schools, namely, Islamic boarding schools caregivers or Islamic boarding schools foundation administrators, by providing instructions, motivation, guidance, and supervision to students. Entrepreneurship control in boarding schools uses two ways, namely evaluation once a month and direct corrective action.

Based on the findings contained in the data table, it can be seen that planning at the boarding school starts from a coordination meeting with the cooperative management, by creating a training program aimed at Madrasah Tsanawiyah and Vocational High School institutions. Organizing entrepreneurship starts from the caregiver's policy delegated to the cooperative management which includes fisheries, agriculture, and convection. There are several ways to direct entrepreneurship in Islamic boarding schools, namely, Islamic boarding schools caregivers and Islamic boarding schools foundation administrators, by providing direction, motivation, guidance, and supervision to students. Entrepreneurship control at the boarding school uses two ways, namely evaluation once a month and direct corrective action.

The above statement is in accordance with the theory (George R. Terry, 1997). which emphasizes that management is a process that includes planning, organizing, mobilizing, implementing and supervising. management is defined as the process of planning, organizing, leading and supervising the business units of organizational members to utilize human resources in order to achieve predetermined goals (Daud, 2023).

Another opinion reveals that management is a system whose overall components present various things to fulfill the various things needed. Based on this, management can be interpreted as a form of process in meeting the goals to be achieved effectively and efficiently from an organization. Fulfillment of management objectives is carried out through the management of various functions related to planning, organizing, staffing, directing and guiding and supervising.

It can be concluded between theory and field findings that the management process starts from planning, implementing, supervising, mobilizing, and organizing. Islamic boarding schools in making programs that

are divided into entrepreneurial fields are related to management functions that all organizational activities are carried out in accordance with the level of organization and responsibilities of both personal and group. The four management functions are in accordance with what is said by George R. Terry, (1997) which includes i) Planning is an effort to overcome future problems by maintaining organizational goals that have been set in long-term and short-term programs. ii) Organizing is a way to place and organize strategies that have been set so that they can run effectively and efficiently. iii) Directing/Leading is the direction and responsibility that has been given in accordance with the capacity of the resources owned in order to carry out with full awareness and good productivity. iv) Controlling is a process to ensure a series of activities that have been planned, organized which will later be realized in the program.

Table 2. Theoretical Design and Research Findings

George R. Tery Theory	Research Findings
Planning	Coordination meeting
Organizing	Program specialization
Directing	Instruction and guidance
Controlling	Evaluation and corrective action

Based on the data table above, it can be concluded that the form of entrepreneurship management that has been implemented has relevance to the theory expressed by George R. Tery which reveals if a planning can be done through coordination meetings so that it can arrange various programs that previously only existed in the idea of becoming an entrepreneurship program, organizing can be determined based on standard operating procedures that have been established prior to the implementation of entrepreneurship programs and refer to the entrepreneurship program of each program. Directing can be done through the provision of guidance by experts while controlling can be done through evaluations conducted by authorized parties such as leaders and heads of units either directly or indirectly. The classification of entrepreneurial management that has been implemented by the Islamic Boarding School can be seen as follows. First, integrated quality management. Integrated quality management is a management approach through entrepreneurship that requires maximum effort and experimentation in institutional competition so as to make continuous improvements related to services, products, processes, people and various other related things (Darma, 2023).

Second, resource management. Human resource management is a form of behavior carried out to be able to manage humans based on their functions so as to get the best human resources in the entrepreneurship they run and their existence can maintain and continue to carry out their work simultaneously through the quality and quantity of work that continues to increase from both aspects (Taufiqurrahman & Junaidi, 2021).

Third, Operational management is a form of managerial behavior that is carried out based on the function of the results of a product that has been adjusted to the standard results as previously determined. This refers to the level of consumer needs, through effective and efficient production techniques that can start from determining the location to the marketing process (Darim, 2020).

Fourth, marketing management is a management activity based on its function which essentially seeks to identify what is actually needed by consumers, and how its fulfillment can be realized (Saleh & Said, 2019).

Fifth, management activities based on their functions essentially seek to ensure that the business activities carried out are able to achieve their goals economically, as measured by profit. The tasks of financial management include planning where business financing is obtained, and in what way the capital that has been obtained is allocated appropriately in the business activities carried out (Umami, 2019).

Sixth, working capital management is funds used to purchase or finance fixed and long-term activities that can be used repeatedly, such as purchasing land, buildings, machinery, vehicles and others. This is in accordance with the planning theory conveyed by George R. Terry, (1997) which states that planning becomes a process of implementing the ideas contained so as to achieve goals, policies, strategic boundaries, which are arranged in detail so as to obtain the wishes set by an organization and can decide on a good form of performance as a form of feedback which is the impact of the introduction of a new planning cycle. Meanwhile, according to Hidayah, (2021) argues that planning can be interpreted as a form of process in determining the goals set by an organization so that it can display clearer results through various strategies, operations and tactics needed to meet the main objectives of an agency as a whole.

Control can be interpreted as a form of process in determining various things to be obtained, namely, the standards that are being applied to their implementation in order to be able to work on and if necessary be able to make various correction materials and carry out various things in line with the various plans that have been implemented with the standards. Supervision or control in entrepreneurial design is seen from supervision standards, obstacles, and efforts to overcome existing obstacles.

Implementation of Entrepreneurship Program

Based on the results obtained through interviews with various sources as well as the implementation of observation and documentation, it can be known that the entrepreneurship program at the boarding school has shown positive results in several aspects. Entrepreneurship programs in Islamic boarding schools have great potential to provide benefits for students, Islamic boarding schools, and alumni of Islamic boarding schools. One of the efforts to be able to produce a generation of student entrepreneurship is the fact that not all students have the same interests and talents in entrepreneurship as well as the dense cottage program that must be implemented by students so that students feel bored to participate in entrepreneurial activities that have been provided by the institution. So as an evaluation material, the institution needs to re-formulate a short-term or long-term plan but still adjusted to the objectives to be achieved, on the other hand by continuing to provide motivation, understanding and learning related to entrepreneurship so that it can be a provision in life after graduating from the cottage.

Program Evaluation

The form of evaluation carried out by the Boarding School is related to the availability of adequate facilities and infrastructure. The results of observations, interviews, and documentation can be concluded that the evaluation material related to the entrepreneurship program at the Islamic Boarding School has several research findings, namely, rearranging short-term and long-term plans as an effort to be able to achieve the goals set at the beginning more effectively and efficiently so that it can give birth to new student entrepreneurship. Furthermore, identifying the capabilities of the system that has been set by looking for new strategies as an alternative related to financing, and scheduling. Providing an understanding of entrepreneurship

to students, motivating and providing guidance on the business fields of interest and conducting assessments as evaluation material both independently and together with other entrepreneurial fields.

Table 3. Program evaluation results

No	Indicator	Description
1	Evaluation of context	Develop long-term and short-term plans and adjust them to the expected goals in order to create santripreuner.
2	Evaluation of inputs	Identify and assess system capabilities, alternative program strategies, financing and scheduling
3	Process evaluation	Conducting the development of students by providing theory about entrepreneurship, giving students the right to choose the field of entrepreneurship of interest, providing teaching and guidance to manage and manage entrepreneurship of interest
4	Evaluation of results	Can measure the success of achieving the goals of the entrepreneurship program periodically, carried out independently or together

Based on this table, the boarding school conducts a program evaluation once a month as a form of implementation improvement so that it can be carried out optimally. Islamic boarding schools in carrying out their entrepreneurship have obtained results by adding a new field of entrepreneurship, namely the existence of automotive entrepreneurship for students who are in vocational high school as a form of entrepreneurial success obtained by the institution accompanied by other results in various sectors involved in entrepreneurship as the results obtained during the research period in the following table column.

Table 4. Entrepreneurship program implementation findings

Research Focus	Research Focus
How is the implementation of entrepreneurship in fostering the entrepreneurial spirit of students?	Implementation of the Islamic Boarding School entrepreneurship program shows positive results in several aspects. This matter is evidenced by the benefits obtained from the entrepreneurship program. The benefits for students are being able to make financial reports, manage business finances, innovate product production and market products. The benefit for Islamic boarding schools is the increase in Islamic boarding schools entrepreneurship programs. The benefit for alumni is that alumni have their own businesses and are economically independent after graduation. The form of evaluation that has been carried out at the Islamic Boarding School is context evaluation, by preparing long-term and short-term plans and adjusting to the expected goals for the creation of student entrepreneurship, input evaluation, namely identifying and assessing system capabilities, alternative program strategies, financing and scheduling. process evaluation, namely fostering students by providing theory about entrepreneurship, giving students the right to choose the field of entrepreneurship they are interested in, providing teaching and guidance to organize and manage the entrepreneurship they are interested in. Evaluation of results

Research Focus	Research Focus
	(product), which can measure the success of achieving the objectives of the entrepreneurship program periodically, carried out independently or together.

Based on the findings of the implementation of the entrepreneurship program, it can be seen that the entrepreneurship program in Islamic boarding schools has shown positive results in several aspects. Entrepreneurship programs in Islamic boarding schools have great potential to provide benefits for students, pesantren, and alumni of Islamic boarding schools. While the benefits for the boarding school are increasing the entrepreneurship program of the boarding school. The benefit for alumni is that alumni have their own businesses and are economically independent.

The implementation of the entrepreneurship program realizes the value of entrepreneurship for society (Drucker, 1999). the result of the entrepreneurship program is innovation and social impact. The boarding school provides training programs to students who are in Madrasah Tsanawiyah and Vocational High School educational institutions with the aim that they get facilities and provision of entrepreneurial knowledge with qualified skills. The impact of the implementation of the program is that students can be confident in running a business that has been obtained from the results of knowledge and practice and alumni create new jobs.

Entrepreneurship outcome programs create small and medium enterprises and develop new business models that are more effective and efficient. Entrepreneurship outcome programs provide valuable guidance for entrepreneurs and other stakeholders in developing programs that are innovative, sustainable, and beneficial to society. Theoretically, innovation can be in the form of new service products, business models, or processes that provide benefits to learners and society (Ibrohim et al., 2020). Furthermore, the social impact of the community has a positive value for students and alumni in the form of creating new jobs, improving living standards, improving the family economy so as to encourage economic growth and improve community welfare as a form of entrepreneurial success that has been implemented.

Table 5. Implementation of theory and research findings

Peter F. Drucker's Theory	Research Findings
Innovation	Entrepreneurship Program
Social impact	Create jobs and foster economic independence

The boarding school has produced positive results and is in line with the theory expressed by Peter F. Drucker where in entrepreneurship there are innovative programs that have been implemented so that they can have a social impact on the community around the institution through the realization of new jobs so that they can indirectly realize the economy of the institution both internally, students, alumni and society as a whole. This is under the supervision of the caregiver and the head of the unit as the person in charge of the business unit program. the scope of entrepreneurship is the various characteristics of an entrepreneur, in Islamic boarding schools covering various fields as follows;

First, the agricultural sector, entrepreneurs engaged in this field are commonly known as Agropreneur. This field includes: agriculture, plantations and forestry. Activities include breeding, cultivation, and post-harvest activities

such as: distribution, processing, and marketing (Bakhtiar, 2022).

Second, the fisheries sector is one of the business activities carried out by a person or company related to the utilization and management of biological resources that live in waters. At first, fisheries were only limited to providing food for humans, but this business continues to develop and penetrate as a means of recreation, entertainment and sports.

Third, the livestock sector is the business of cultivating and breeding livestock with the intention of obtaining benefits and results from these activities. Currently, animal husbandry is one of the most prospective business fields in the world. This is supported by various kinds of technology that have been developed to obtain maximum results in animal husbandry.

Fourth, this industry is a scope of business engaged in processing raw materials or semi-finished goods into finished goods that have added value for profit. The assembly or assembling business and also repairs are part of the industry (Ramlan & Nikmat, 2019). Evaluation is an effort to be able to determine the smooth implementation of various programs that have been implemented, sometimes it can be realized well without obstacles due to supporting factors and there are times when it is also not as expected due to various inhibiting factors in realizing the program as stated in program planning and management. Supporting factors are various things that can influence the development, progress and success of implementation, which include the role of a person's role, the environment or the availability of facilities and infrastructure, even guidance from outside and oneself as a supporting factor that comes from internal individuals but can have an impact on the smooth running and success of the program so that it can be referred to as a supporting factor.

While inhibiting factors are various things that can affect the development, progress and addition of the success of the appropriate implementation which includes the role of a person, the environment or the availability of facilities and infrastructure and even guidance from outside and oneself as a supporting factor that comes from internal individuals but can have an impact on the obstruction and failure of the program. So as an effort to be able to find out the involvement of these various factors, it is necessary to evaluate independently and together as an effort to be able to find other alternatives in solving problems that occur in the field.

Internal and external factors as benchmarks in evaluating the sustainability of a program can use situation analysis, namely, opportunities and challenges Saleh & Said, (2019) In this case, the boarding school provides opportunities for students to learn about entrepreneurship by providing facilities that accommodate and challenges to provide motivation and encouragement at the Boarding School so that it can create new student entrepreneurship every year. Based on the results obtained in the study, it can be concluded that conducting a situation analysis is a form of development of strategies obtained from the results of program evaluation so that it can make better decisions and increase success and can achieve the goals set in the planning process (Sanawiri & Iqbal, 2018).

Entrepreneurship is essentially the nature, characteristics and character of a person who has the ability to realize innovative ideas into the real world creatively (Arif et al., 2020). Entrepreneurship as a person who creates jobs for others by establishing, developing, and institutionalizing his own company and is willing to take personal risks in seeking opportunities, creatively using his potential to identify products, organize and determine production methods, arrange operations to procure products, market them and arrange capital

operations (Rusdiana, 2018).

The ability to create something new and useful and valuable, the development of every business requires innovation and creativity in every phase so that it can adapt to the times and can continue to process so that it can be two sides that can hinder or facilitate as support. Everyone essentially has an entrepreneurial spirit within themselves, provided that the person has the willingness to always behave creatively, innovatively, is always ready to face changes and challenges and loves progress because the secret to becoming an entrepreneur is to be creative and innovative (Waris et al., 2020). Soul means spirit, where everything needs spirit to live. In summary, an entrepreneur is a person who dares to take business risks in various situations. The spirit of taking risks means having a spirit of independence (Sanawiri & Iqbal, 2018).

CONCLUSION

Entrepreneurship design in Islamic Boarding Schools includes planning in the form of coordination meetings, organizing in the form of program specialization, directing in the form of direction and guidance, supervision in the form of evaluation and corrective action. Implementation of entrepreneurship programs in Islamic boarding schools in the form of entrepreneurial program innovation, namely processing fishery products into ready-to-eat shredded, social impact in the form of creating new jobs and fostering economic independence. While the evaluation of entrepreneurship programs in Islamic boarding schools is context evaluation, input evaluation, process evaluation and outcome evaluation.

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