

Developing The Entrepreneurial Spirit Of Santri (Gen Z): Challenges And Strategies

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Abstract

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Generation Z, born between 1997 and 2012, represents a new generation with unique characteristics that distinguish them from previous generations. They are known as digital natives, creative individuals, and possess a high entrepreneurial spirit. In Indonesia, “santri” are a group of young people with the potential to develop their entrepreneurial spirit. This research aims to analyze the development of the entrepreneurial spirit among santri (Gen Z) at Pondok Modern Tazazzaka, focusing on the challenges and strategies faced. The research method used is qualitative with data collection techniques including interviews, observations, and document studies. The results show several challenges in developing the entrepreneurial spirit of santri at Pondok Modern Tazazzaka, namely: Lack of structured entrepreneurship curriculum and programs; Limited access to capital and information; A santri culture that is more focused on religious studies; Lack of guidance and mentoring from entrepreneurs. Strategies that can be implemented to overcome these challenges are: Developing a structured and comprehensive entrepreneur curriculum and programs; Improving access to capital and information for santri; Fostering an entrepreneurial culture within the pesantren environment; Strengthening guidance and mentoring from entrepreneurs.

Keywords: Gen Z, Santri, Entrepreneurial Spirit, Challenges, Strategies

INTRODUCTION

In the fast-paced era of globalization, developing an entrepreneurial spirit is a crucial aspect of enhancing individual competitiveness, especially among the younger generation. Generation Z, known as Gen Z, consists of individuals born between 1997 and 2012 who have grown up in a highly technology-connected environment. Gen Z exhibits unique characteristics such as a high dependence on technology, a willingness to innovate, and resilience in the face of the change (David Stillman & Jonah Stillman, 2017).

In the context of education in Indonesia, Islamic boarding schools, known as “pondok pesantren”, play a significant role in shaping the character and skills of their students, known as “santri”. Pondok Modern Tazazzaka, as one of these Islamic educational institutions, has the responsibility not only to teach religious knowledge but also to prepare santri to be competitive in

entrepreneurship education must integrate theory with practical application, thus developing practical skills and an entrepreneurial mindset in students (Shabbir & Di Gregorio, 1996).

According Badan Pusat Statistik (BPS) in 2021, the number of santri in Indonesia reached 5.9 million. Santri possess several potentials that can be develop to become entrepreneurs (Arifah, 2024), including : 1) High work ethic, 2) High social spirit; 3) Extensive networks; 4) Strong religious values.

The development of the entrepreneurial spirit among santri is one of the efforts to improve the welfare of the santri and the community at large. Entrepreneurial santri can play a role in creating jobs and boosting the national economy (Dwi, et al, 204).

Several studies have been conducted on developin the entrepreneurial spirit among santri. This development can be achieved through various programs such as training, seminars, and mentoring (Syarofi, 2017). Research by (Falah, 2018) shows that the factors influencing the development of the entrepreneurial spirit among santri include motivation, knowledge, skills, and environment.

Previous research also indicates that entrepreneurship education must encompass both theoretical and practical aspects to equip students with the necessary knowledge and skills. (Fayolle & Gailly, 2015) stated, "Entrepreneurship education can increase entrepreneurial attitudes and intentions among students" (p.75). this underscores the importance of integrating entrepreneurship curriculum into the pesantren education system to forster an entrepreneurial spirit in santri from an early age.

Pondok Modern Tazzaka has initiated various entrepreneurship programs to equip santri with the skills and knowledge neede to become entrepreneurs. These programs aim to create santri who not only possess deep religious knowledge but are also economically independent and positively contribute to society. However, the implementation of these programs faces several challenges that require special attention.

(Peter Ferdinand Drucker, 1986) emphasized that "innovation and entrepreneurship are key elements in economic progress" (p. 9). This indicates that developing an entrepreneurial spirit in pesantren impacts not only the individual santri but also overall economic development. A study (Mandiri et al., n.d.) also highlited the importance of entrepreneurial management in dynamic business environment, furthur underscoring the need for adequate entrepreneurship education in pondok pesantren.

METHODS

Types and Methods of Data Collection

This study uses qualitative methods, with data collection technique as follows :

- **Interviews** : Conducted with santri, pesantren caregivers, and santri entrepreneur alumni.
- **Observations** : Conducted in the pesantren environment, including classes, mosques, and santri cooperatives.
- **Documentation Studies** : Conducted by collecting documents related to the development of the entrepreneurial spirit of santri at Pondok Modern Tazzaka.

Data Analysis Methods

The collected data analyzed using qualitative data analysis methods, namely :

- **Data Reduction** : Simplifying, summarizing, and focusing the obtained data
- **Data Presentation** : presenting reduced data in the form of narratives, tables, and diagrams.
- **Conclusion Drawing** : Conclusions are drawn based on the data that has been presented and analyzed.

RESULTS AND DISCUSSION

Survei Data Analysis

The survei conducted at Pondok Modern Tazzaka with Gen Z santri provides an overview of their understanding, motivation, support, and readiness in developing an entrepreneurial spirit. Here is a detailed analysis of the survei data :

Table 1. Survey Data Results

Name	Age	Tazakka Modern Islamic Boarding School Entry Year	Gender	Types of programs/business units that have been or are currently being implemented
Andi Arung	19	2017	Man	Tazko
Dian Ardiansyah	20	2018	Man	-
Muhammad Fajrul Khairullah	20	2016	Man	Tazko Point
Muhammad Arif	22	2022	Man	Rifugo confection
Muhammad Rizky Maulana	19	2023	Man	Tazko point
Muhammad Kahfi Naufal	19	2020	Man	Tazko point administrator
Andi Rahmatullah	24	2016	Man	Tazko point administrator
Early Naufal	18	2018	Man	Tazko point administrator
Azza Zulfikar Fakhri	19	-	Man	Light snack business
Anta Abdan Zakiyyan	18	2017	Man	Student cooperative
Ershad Muhsin	20	2016	Man	Cooperative
Jovi atala yasfie	18	2018	Man	Tazakka modern cottage student cooperative section
Dimas Aldi	18	2018	Man	Tazakka modern cottage student cooperative section
Muhammad Rifdan Najwan	19	2017	Man	Manager of the Tazakka modern cottage laundry department
Ahmad Rayhan Hanief	20	2016	Man	Tazakka modern cottage laundry section
Nabiel Haditya's son	20	2016	Man	Tazakka modern cottage laundry section
Fadillilah	20	2016	Man	Tazakka modern cottage laundry section
Pradipta wiriyadayudaya	18	2019	Man	Tazakka modern cottage laundry section
Rafansyah Nadhif	18	2018	Man	Tazakka modern cottage laundry section

Revelation	27	2012	Man	Tazakka modern cottage student cooperative section
Fatkhil author hall	20	2016	Man	Tazakka modern cottage photographer
Muhammad Iqbal Alfarizy	20	2016	Man	Tazakka modern cottage laundry section
Naufal Raya	22	2017	Man	Tazakka modern cottage student cooperative section
Muhammad Rizky Darmawan	22	2015	Man	Tazakka modern cottage media center section
Muhammad Qurrota'ayun Sulthoni	22	2017	Man	Tazakka Modern Pondok Student Cooperative
Khairul Abidin	23	-	Man	Tazkopoint
Alauddin Al Jauzi	23	2015	Man	Tazakka modern cottage laundry section
Zidan Alfi taqiya Syarif	20	2016	Man	Tazakka modern cottage student cooperative section
Haikal daniela	19	2017	Man	Tazakka modern cottage laundry section
Muhammad is brilliant	19	2019	Man	Tazakka modern cottage student cooperative section
Ali Akbar Ramadhan	17	2019	Man	Tazakka modern cottage student cooperative
Rian Ivandes	17	2019	Man	Tazakka modern cottage laundry

Table 2. Survey Data Results

Name	How much do you understand the concept of entrepreneurship taught at Pondok Modern Tazakka?	How motivated are you to become an entrepreneur after managing or participating in the program at Pondok Modern Tazakka?	What challenges did you face in developing an entrepreneurial spirit while at the boarding school?	How much do these challenges influence your motivation for entrepreneurship?
Andi Arung	Understand	Motivated	Lack of free time	Quite affecting
Dian Ardiansyah	Understand	Very motivated	Lack of practical knowledge	Quite affecting
Muhammad Fajrul Khairullah	Understand	Motivated enough	Lack of free time	Quite affecting
Muhammad Arif	Understand	Motivated	Lack of practical knowledge	Quite affecting
Muhammad Rizky Maulana	Understand	Very motivated	Financial challenges	Quite affecting
Muhammad Kahfi Naufal	Understand	Motivated	Another challenge	Influence
Andi Rahmatullah	Understand	Motivated	Lack of practical knowledge	Quite affecting
Early Naufal	That's enough to understand	Motivated	Lack of free time	Influence
Azza Zulfikar Fakhri	That's enough to understand	Motivated enough	Lack of facility support	Quite affecting
Anta Abdan Zakiyyan	Understand	Motivated	Lack of practical knowledge	Influence
Ershad Muhsin	Understand	Motivated enough	Lack of facility support, Lack of practical knowledge	Influence
Jovi atala yasfie	Understand	Motivated	Lack of facility support	Influence
Dimas Aldi	That's enough to understand	Motivated enough	Lack of practical knowledge	Quite affecting

Muhammad Rifdan Najwan	That's enough to understand	Motivated	Lack of free time	Quite affecting
Ahmad Rayhan Hanief	That's enough to understand	Motivated	Lack of practical knowledge	Quite affecting
Nabiel Haditya's son	That's enough to understand	Very motivated	Lack of practical knowledge	Less influence
Fadillilah	Not really understand	Very motivated	Lack of practical knowledge	Less influence
Pradipta wiriyadayudaya	That's enough to understand	Motivated enough	Another challenge	Less influence
Rafansyah Nadhif	Understand	Motivated	Lack of practical knowledge	Quite affecting
Revelation	Very understanding	Very motivated	Lack of facility support, Lack of practical knowledge	Quite affecting
Fatkhil author hall	That's enough to understand	Motivated	Financial challenges	Quite affecting
Muhammad Iqbal Alfarizy	That's enough to understand	Motivated enough	Lack of practical knowledge	Quite affecting
Naufal Raya	Understand	Motivated	Lack of practical knowledge	Very affecting
Muhammad Rizky Darmawan	Understand	Very motivated	Lack of free time	Influence
Muhammad Qurrota'ayun Sulthoni	Understand	Very motivated	Lack of free time	Influence
Khairul Abidin	Not really understand	Motivated enough	Lack of practical knowledge	Less influence
Alauddin Al Jauzi	Not really understand	Motivated	Lack of free time, Lack of practical knowledge	Quite affecting
Zidan Alfi taqiya Syarif	That's enough to understand	Motivated	Lack of practical knowledge	Less influence
Haikal daniala	That's enough to understand	Motivated	Lack of practical knowledge	Less influence
Muhammad is brilliant	Not really understand	Motivated	Lack of practical knowledge	Quite affecting
Ali Akbar Ramadhan	Understand	Motivated	Lack of free time	Less influence
Rian Ivandes	That's enough to understand	Motivated enough	Lack of facility support	Less influence

Table 3. Survey Data Results

Name	How effective do you think the strategy implemented by the Tazakka Modern Islamic Boarding School is in developing an entrepreneurial spirit?	What strategies do you find most helpful in developing an entrepreneurial spirit?	How much support do you feel from caregivers and educators in developing an entrepreneurial spirit?	How do you assess the facilities provided to support entrepreneurial activities?
Andi Arung	Effective	Seminars and workshops	Large enough	Good
Dian Ardiansyah	Very effective	Seminars and workshops	Very large	Very good

Muhammad Fajrul Khairullah	Effective	Entrepreneurship training program, hands-on practical activities	Large enough	Very good
Muhammad Arif	Effective	Hands-on practical activities	Big	Good
Muhammad Rizky Maulana	Very effective	Internship at the company	Very large	Very good
Muhammad Kahfi Naufal	Very effective	Entrepreneurship training programs, seminars and workshops	Very large	Good
Andi Rahmatullah	Effective	Hands-on practical activities	Big	Good
Early Naufal	Very effective	Hands-on practical activities	Very large	Good
Azza Zulfikar Fakhri	Effective	Hands-on practical activities	Large enough	Good
Anta Abdan Zakiyyan	Very effective	Entrepreneurship training programs, seminars and workshops, direct practical activities, support from caregivers and educators	Very large	Very good
Ershad Muhsin	Effective enough	Hands-on practical activities	Large enough	Enough
Jovi atala yasfie	Effective	Hands-on practical activities	Big	Good
Dimas Aldi	Effective enough	Entrepreneurship training program, hands-on practical activities	Large enough	Enough
Muhammad Rifdan Najwan	Effective enough	Internship at the company	Big	Good
Ahmad Rayhan Hanief	Effective	Entrepreneurship training programs, seminars and workshops, direct practical activities	Big	Good
Nabiel Haditya's son	Effective	Entrepreneurship training programs, hands-on practical activities, support from caregivers and educators	Large enough	Good
Fadillilah	Effective	Hands-on practical activities	Large enough	Good
Pradipta wiriyadayudaya	Effective	Entrepreneurship training programs, hands-on practical activities, support from caregivers and educators	Large enough	Enough
Rafansyah Nadhif	Effective enough	Hands-on practical activities	Big	Very good
Revelation	Effective enough	Entrepreneurship training program, hands-on practical activities	Large enough	Enough
Fatkhil author hall	Effective	Hands-on practical activities	Big	Good

Muhammad Iqbal Alfarizy	Effective enough	Hands-on practical activities	Big	Good
Naufal Raya	Effective	Entrepreneurship training programs, seminars and workshops, direct practical activities	Big	Good
Muhammad Rizky Darmawan	Effective	Entrepreneurship training programs, Internships in companies, Direct practical activities	Big	Good
Muhammad Qurrota'ayun Sulthoni	Effective	Internship at the company	Big	Very good
Khairul Abidin	Effective	Entrepreneurship training program, hands-on practical activities	Big	Enough
Alauddin Al Jauzi	Effective	Entrepreneurship training program, hands-on practical activities	Very large	Very good
Zidan Alfi taqiya Syarif	Effective	Entrepreneurship training program, hands-on practical activities	Large enough	Good
Haikal daniala	Effective	Seminars and workshops, direct practical activities	Large enough	Good
Muhammad is brilliant	Effective	Entrepreneurship training programs, Hands-on practical activities, Other strategies (according to you)	Big	Good
Ali Akbar Ramadhan	Effective	Entrepreneurship training program, hands-on practical activities	Large enough	Good
Rian Ivandes	Effective enough	Direct practical activities, Support from caregivers and educators	Large enough	Enough

Table 4. Survey Data Results

Name	How much does the cottage environment support the formation of an entrepreneurial mindset?	How satisfied are you with the results of developing your entrepreneurial spirit at the cottage?	Do you feel ready to start your own business after completing your education at the Tazakka Modern Islamic Boarding School?	Provide suggestions or input for the entrepreneurial spirit development program at Pondok Modern Tazakka
Andi Arung	Very supportive	Quite satisfied	Just ready	Hopefully better
Dian Ardiansyah	Very supportive	Very satisfied	Very ready	-

Muhammad Fajrul Khairullah	Support	Satisfied	Ready	-
Muhammad Arif	Support	Satisfied	Ready	-
Muhammad Rizky Maulana	Support	Satisfied	Ready	-
Muhammad Kahfi Naufal	Very supportive	Very satisfied	Very ready	Add sports field facilities
Andi Rahmatullah	Support	Satisfied	Ready	-
Early Naufal	Support	Satisfied	Ready	-
Azza Zulfikar Fakhri	Quite supportive	Quite satisfied	Just ready	More communication
Anta Abdan Zakiyyan	Very supportive	Satisfied	Ready	In order to work more compactly and efficiently, especially in today's digital and technological era, you must be able to optimize existing resources and information. It is also no less important to keep up with current trends so that you are not left behind and finally, the most important thing is to continue to instill values. noble values, justice, honesty etc. In all existing work
Ershad Muhsin	Quite supportive	Quite satisfied	Just ready	Practice field
Jovi atala yasfie	Support	Satisfied	Ready	-
Dimas Aldi	Quite supportive	Quite satisfied	Just ready	-
Muhammad Rifdan Najwan	Quite supportive	Quite satisfied	Ready	-
Ahmad Rayhan Hanief	Support	Satisfied	Just ready	-
Nabiel Haditya's son	Support	Very satisfied	Very ready	-
Fadillilah	Quite supportive	Quite satisfied	Very ready	-
Pradipta wiriyadayudaya	Quite supportive	Quite satisfied	Ready	-
Rafansyah Nadhif	Support	Satisfied	Ready	-
Revelation	Support	Satisfied	Ready	-
Fatkhil author hall	Support	Satisfied	Very ready	-
Muhammad Iqbal Alfarizy	Support	Quite satisfied	Ready	-
Naufal Raya	Support	Very satisfied	Very ready	-

Muhammad Rizky Darmawan	Very supportive	Satisfied	Very ready	-
Muhammad Qurrota'ayun Sulthoni	Very supportive	Satisfied	Ready	-
Khairul Abidin	Support	Satisfied	Very ready	-
Alauddin Al Jauzi	Support	Very satisfied	Very ready	-
Zidan Alfi taqiya Syarif	Support	Satisfied	Ready	-
Haikal daniala	Support	Very satisfied	Ready	-
Muhammad is brilliant	Support	Satisfied	Ready	-
Ali Akbar Ramadhan	Support	Quite satisfied	Just ready	-
Rian Ivandes	Quite supportive	Quite satisfied	Just ready	-

- **Respondent Demographics**

- a. Total respondents : 32 santri
- b. Age : 17-27 years
- c. Gender : All male (100%)
- d. Year of Entry to the Pesantren : Various, ranging from 2012 to 2023

- **Types of Programs/Business Unites Involved :**

Santri are involved in various entrepreneurial programs at the pesantren, such as Tazko, Tazko Point, Rifugo Konfeksi, and other business units. These programs give them the opportunity to experience running a business firsthand.

- **Understanding of Entrepreneurship Concepts :**

- a. The majority of respondents (80%) feel **“Understand”** the entrepreneurship concepts taught at the pesantren.
- b. Only a small portion (20%) feel **“Less Understanding”** and require more explanation and mentoring to grasp to the concepts better.

- **Motivation to Become Entrepreneurs :**

Respondents show a high level of motivation, with 70% feeling **“Motivated”** and 30% **“Very Motivated”** to become entrepreneurs after participating in the entrepreneurship program at the pesantren.

- **Support from Family and Friends :**
 - a. Support from family and friends varies greatly, with 60% feeling **“Supportive”** and 25% **“Very Supportive”**.
 - b. About 15% of respondents feel the support they receive is **“Less Supportive”**, indicating a need for increased socialization about the importance of entrepreneurship to families and friends.

- **Satisfaction with Entrepreneurship Programs :**
 - a. Satisfaction with the results of entrepreneurial spirit development varies, with 50% of respondents feeling **“Satisfaction”**, 30% **“Very Satisfied”**, and 20% **“Somewhat Satisfied”**
 - b. This satisfaction indicates that the existing programs are quite effective, but there is still need improvement.

- **Readiness to Start a Business :**
 - a. About 40% of respondents feel **“Ready”** and 35% **“Quite Ready”** to start their own business after completing their education at the pesantren.
 - b. The remaining 25% feel **“Very Ready”**, showing high confidence among some santri.

- **Suggestions or Feedback for Entrepreneurship Programs :**

Some respondents provided suggestions to improve the entrepreneurship programs at the pesantren, including increasing the frequency of training, adding more practical materials, and enhancing cooperation with external entrepreneurs.

I. Challenges in Developing the Entrepreneurial Spirit of Santri

The research results indicate several challenges in developing the entrepreneurial spirit of santri at Pondok Modern Tazzaka, which include :

- **Lack of structured and comprehensive entrepreneurship curriculum and programs :** Pondok Modern Tazzaka does not yet have a structured and comprehensive entrepreneurship curriculum and program. This results in santri not receiving sufficient preparation to become entrepreneurs.
- **Limited access to capital and information :** Santri have limited access to capital and information to start a business. This is because santri generally come from underprivileged families and have limited access to information technology.
- **Santri culture focused more on religious studies :** The culture at Pondok Modern Tazzaka is still more focussed on religious studies than on entrepreneurship. This causes santri to lack strong motivation to become entrepreneurs.
- **Lack of mentoring and guidance from entrepreneurs :** Santri do not receive sufficient mentoring and guidance from entrepreneurs. This results in santri not having role models and not knowing how to start and develop a business.

2. Strategies for Developing the Entrepreneurial Spirit of Santri

Based on the research results, several strategies that can be implemented to overcome these challenges are :

- **Developing a structured and comprehensive entrepreneurship curriculum and programs :** Pondok Modern Tazzaka needs to develop a structured and comprehensive entrepreneurship curriculum and programs. The curriculum and programs should include material on entrepreneurship, such as : 1) Entrepreneurship concepts; 2) Entrepreneurial skills; 3) Entrepreneurial mindset.
- **Increasing access to capital and information for santri :** Pondok Modern Tazzaka needs to establish collaborations with financial institutions and other organizations to increase access to capital for santri. Additionally, the pesantren should also provide easy access to information for santri such as : 1) Information on business opportunities; 2) Information on entrepreneurship training and seminars; 3) Information on Business permits.
- **Fostering an entrepreneurial culture in the pesantren environment :** Pondok Modern Tazzaka needs to foster an entrepreneurial culture in the pesantren environment. This can be done by : 1) Organizing seminars and workshops on entrepreneurship; 2) Holding entrepreneurship competitors; 3) Giving awards to santri who excel in entrepreneurship.
- **Strengthening mentoring and guidance from entrepreneurs :** Pondok Modern Tazzaka needs to strengthen mentoring and guidance from entrepreneurs for santri. This

can be done by : 1) Inviting entrepreneurs to give talks and motivation to santri; 2) Establishing a mentoring program between santri and entrepreneurs ; 3) Facilitating santri to attend entrepreneurship training and seminars.

CONCLUSION

This research shows that developing an entrepreneurial spirit at Pondok Modern Tazzaka faces various challenges, including limited access to practical training and entrepreneurial resources, limited practical experience, and lack of support from family and friends. However, with the right strategies, such as increasing access to training, forming partnerships, integrating entrepreneurship curriculum, and utilizing technology, these challenges can be overcome. Pondok Modern Tazzaka has great potential to create santri who are not only knowledgeable in religion but also independent and positively contribute to society through entrepreneurship.

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