

## **STRENGTHENING THE ENTREPRENEURIAL SPIRIT AMONG SHARIA BUSINESS ACTORS AT THE DARUL FALLAH ISLAMIC BOARDING SCHOOL, BOGOR.**

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### **Abstract**

Islamic boarding schools are currently expected to be financially independent to meet the operational costs of the Islamic boarding school. One way that can be done is by establishing a Business Unit, as was done by the Darul Fallah Islamic boarding school in Bogor by establishing PT. Dafa Techno Agro Mandiri which operates in the field of plant breeding using a tissue culture system. Apart from that, Islamic boarding schools are also expected to be a reference in implementing business based on sharia concepts. Problems faced by PT. Dafa 1) Business managers focus on making products and lack an entrepreneurial spirit. The business sector is handed over to the main director, who is busy and often goes abroad. 2) Business planning adapts to government programs, not market conditions. 3) Sharia business practices are not yet implemented in running it. Business. The research objectives are: a) Analyze the entrepreneurial spirit of PT business managers. Dafa b) Knowing the Implementation of Sharia Business at PT. Dafa. Based on the results of research at PT. Dafa Techno Agro Mandiri (PT. Dafa) that 1) The entrepreneurial spirit of company managers still needs to be improved, especially in terms of creativity in carrying out business activities. Because currently the day-to-day company management hands over the business sector to the main director. Managers and employees are focused on producing seeds, according to the direction of the main director. Not yet business oriented. Apart from that, company planning emphasizes government programs, not general market needs. Apart from that, it is also implementing a strategy to improve relations with student alumni, potato breeders and the government to expand the market. 2) Implementation of sharia business for business actors at PT. Dafa Tecno Agro Mandiri has been implemented. But they do not realize that what they are doing already applies sharia principles. Like managers who work sincerely with the intention of worship, not just pursuing material things. Apart from that, when facing business losses, managers and employees accept it with a good opinion of Allah that Allah is the one who regulates the sustenance of His servants. Competitors are treated as partners. The new concept outlined is that of strengthening the entrepreneurial spirit for sharia business actors, that is, apart from implementing character factors that refer to sharia values, it is also necessary to improve their business spirit. Suggestions for companies 1) We recommend that the entrepreneurial spirit be strongly instilled in all managers and employees. So that business development can be carried out and inspired by all business actors at PT. Dafa . 2) Even though PT. Dafa Teknoagro Mandiri has implemented sharia business in its daily business operations but should be more prominent about the implementation of sharia business in PT companies. Dafa. So it can be used as a reference for Islamic boarding schools and other business actors.

***Keywords: Entrepreneurial Spirit, Business Actors with a Sharia spirit***

## 1. Introduction

Nowadays, Islamic boarding schools need to be involved in the economic activities of the community. So Islamic boarding schools need to have productive business units to support Islamic boarding school operational activities. As is the government's hope, the community's economic development activities need to involve the role of Islamic boarding schools. The role of Islamic boarding schools is the main supporter in building national character which concerns morals, attitudes, ethics, norms, behavior and upholding good values. So if there is synergy between the formation of a moral national character and the economic development activities of the people, it is hoped that a strong generation will be created both from a moral and economic aspect (Soesatyo, 2011; 458); (Inanna, 2018; 27).

The economic field, including business activities, is highly recommended by Rosul in the concept of Islamic teachings. The Prophet's guidance gave many examples of things related to the business sector. So if an Islamic boarding school has a business venture, it is hoped that it will be in accordance with the business activities taught by Rosul.

Business activities that refer to the Koran and the teachings of the Prophet are called sharia business activities. What differentiates sharia business from non-sharia business activities is that in sharia business, apart from running a business that pays attention to product quality, market share, consumer needs, it also applies the understanding that running a business is an activity of worship, so you must be able to maintain trust, be ethical, be honest, trustworthy, does not violate the provisions of the Al-Quran and Hadith (Sayidatunnisa et. Al, 2020)

Islamic boarding schools are currently required to be independent in meeting the needs of implementing their learning and teaching processes. This means that you are not completely dependent on the help of other parties. One effort that can be made to achieve this independence is to have a productive business unit, which is expected to be able to support teaching and learning activities in Islamic boarding schools. So that the business activities carried out have benefits for people in need. This is one of the characteristics of sharia business, namely

business that is not only concerned with profit but also pays attention to the welfare of the wider community.

The role of kyai as Islamic boarding school leaders is required to maintain Islamic boarding school traditions and local wisdom in the face of globalization which has such a big influence on the behavior and morals of the next generation (nation) including Islamic boarding school students (Mukhibat, 2020; 123).

Business that is based on sharia regulations can be an opportunity for a global business base, because there are many positive aspects to sharia business teachings. i.e. not bad-mouthing competitor, competitor treated as a partner who can be collaborated with, believes in Allah's blessings, does not cheat, does business based on Allah's blessing so does not trade in haram products. Apart from that, sharia business can make business people gain prosperity in this world and the hereafter (Hikmah dwi Astuti, 2020)

The role of the government, in this case the Cooperative and KUKM services of West Java province or other related agencies, is very much needed. Especially in supporting and assisting Islamic boarding schools in choosing their commodities so that they have selling value, are in high demand (sold) in the market and have a potential market share.

The world of Islamic boarding schools, which have existed for centuries, certainly does not experience significant difficulties in realizing the independence of Islamic boarding schools, especially in the economic sector (Mursyid, 2011; 171). Because it has been proven before colonization that Islamic boarding schools are able to organize an education system that is oriented towards moral education, morals and aqidah (Ftik & Pekalongan, 2022; 527).

Islamic boarding school operational costs such as salaries for ustadz, facilities and infrastructure for Koran and religious study rooms, electricity costs, sports facilities, repairs to places of worship, repairs to student dormitories and so on of course require quite a lot of funds (Fatah, 2016; 1). It is impossible for Islamic boarding schools to depend on the people's infaq shodaqoh or assistance from the government alone, so the government's efforts to collaborate with Islamic boarding schools in declaring the need for economic independence for Islamic

boarding schools is a strategic step (Maemonah et al., 2021; 125).

Steps for Islamic boarding schools to be independent in the economic sector need to determine superior products that will be worked on. Determining superior products in business needs to consider various aspects such as social, economic, cultural and other aspects balanced between the interests of the world and the hereafter (Dwivedi et al., 2021; 59).

Currently, the role of Islamic boarding schools is still weak in helping the economic development of the people. As a component of society, Islamic boarding schools have the bargaining power to make meaningful changes (Aminuddin, 2019; 83).

In the information era, Islamic boarding schools are required to be able to demonstrate their existence (Liyanti, 2019; 141). Islamic boarding schools must still be able to maintain their position in order to always bet on quality output education so that it remains superior and becomes the choice of society, especially Muslims (Khoiri & Aryati, 2021; 165). This shows that Islamic boarding schools need to make various internal changes and new innovations in order to remain able to maintain the Islamic boarding school's mission.

Problems in managing Islamic boarding schools are related to. Islamic boarding school as central economic society, of course, requires human resources who have the same mindset or mentality, emotions or feelings, unification of vision and mission and goals in realizing its existence, where Islamic boarding schools have goals and responsibilities in developing society through the education sector, especially in terms of morals (Mukhibat, 2012 ; 123).

In connection with these conditions, the presence of Islamic boarding schools cannot be separated from the position of the surrounding community, so that when Islamic boarding schools have business activities, the community needs to be involved. It is hoped that there will be integration between the presence of business activities managed by Islamic boarding schools and the needs of the community. This is in line with the characteristics of the sharia business concept. Sharia business is needed to face various problems faced by society or people. One of the steps that needs to be taken is to maximize

the potential of Islamic boarding schools by collaborating with the surrounding community as partners.

Businesses managed by Islamic boarding schools must pay attention to local potential. Are the natural resources suitable for agriculture, or are they close to student campuses, close to tourist areas, located in coastal areas and so on. So the business being run is something that is familiar to the community and Islamic boarding schools. Research conducted (Abdurrahman Alfaqih: 2016; 491) on the entrepreneurial spirit for Islamic business actors describes the implementation of running an Islamic business, it is necessary to avoid things related to harm, avoid actions that can harm society and consumers. The emphasis of Abdurahman Alfaqih's research is on carrying out business concepts according to sharia, namely on akhlaq (moral) attitudes only. Meanwhile, researchers prioritize that apart from moral attitudes, they also need to deepen their skill (quality) products, management, knowledge related to the business object. Based on previous research, it is deemed necessary to conduct further research on sharia business, the emphasis of which is on the entrepreneurial spirit for sharia business actors in the Business Unit within the Islamic boarding school environment which is oriented towards the mental attitude of business people and the quality of their products, so that it is hoped that it can become a guide for business people. Other Muslims, including Islamic boarding schools, have business units to develop their businesses.

The Darul Fallah Islamic Boarding School in Bogor is one of the Islamic boarding schools that runs businesses in the agricultural sector, especially plant breeding using tissue culture. This business was developed by the Darul Fallah Islamic Boarding School. The location of the Islamic boarding school is in Benteng village, Ciampea subdistrict, Bogor district. This area has an average annual rainfall of > 3000 mm, and has 09 – 12 wet months, so the land has potential for developing the agricultural sector. By the foundation, the agricultural sector is processed and cultivated to become a productive commodity and managed professionally.

The business managed by the Darul Fallah foundation is managed professionally in the form of a Limited Liability Company (PT. Tekno Agro Mandiri) and refers to the context of Islamic or syar'i value principles. Even though its business activities aim to make a profit, 40% of the profits are used to support orphans, underprivileged students and the operational costs of Islamic boarding schools. This is what makes it an option for researchers to research business activities that are managed professionally but aimed at the benefit of the people, which of course requires business managers to have a strong entrepreneurial spirit.

## **2. Method**

### **2.1 Research Methodology**

The research method used was descriptive with a qualitative approach. Through a qualitative approach, it is hoped that we can map the implementation of sharia business. In qualitative research, researchers are expected to be able to carry out in-depth observations and interviews about the things being researched (Creswell: 2010). In relation to the current conditions, hopes and desires of the Islamic boarding school in developing business to support the management of the Darul Fallah agricultural Islamic boarding school. It is hoped that the research results can be used as a reference for business units at other Islamic boarding schools.

### **2.2 Research Design**

#### **2.2.1 Conceptual Context**

The concept used by researchers regarding the entrepreneurial spirit was proposed by Akmad Kardiman as having 12 aspects, namely 1) Competitive spirit 2) Patient spirit, 3) Strong will 4) Respecting time 5) Keeping promises 6) Creative 7) Ready for challenges 8) Self-balance 9) Happy with his work 10) Maintaining a good name 11) Don't hesitate 12) Passionate about facing change The Business Unit (UUB) in Islamic boarding schools is the focus of this research. Because UUB activities can support Islamic boarding school management activities. Sharia business according to U. Adil is divided into: a) Hablumminallah which is oriented towards divine concepts and morals and b) Hablumminannas relating to relationships with fellow humans. Business needs to be conducted according to

sharia because its orientation is for the benefit of the people.

#### **2.2.2 Data Types Sources**

The data processed in this research are primary data and secondary data. The primary data sources are: data obtained directly from the field through in-depth interviews with a number of informants, as well as through the researcher's own observations. Meanwhile, secondary data is data obtained from: Literature and Documents

### **2.3 Data Collection Techniques**

#### **2.3.1 Documentation Study**

Documentation study is a data collection technique by obtaining data from previous reports, notes, regulations, company policies related to objects, as well as data via the internet.

#### **2.3.2 Observation**

Observations were carried out at the research object, namely in the Business Unit managed by the Darul Fallah Islamic Boarding School, Bogor Regency. The focus of this research is on the aspect of strengthening the entrepreneurial spirit in sharia business in the Business Unit under the auspices of the Darul Fallah foundation This research will highlight what obstacles companies face in carrying out their business activities. Apart from being oriented towards making a profit, this business also aims to benefit the people. This is what attracted researchers to conduct more in-depth research on strengthening the entrepreneurial spirit of sharia business actors in Business Units (UUB) under the auspices of Islamic boarding schools.

#### **2.3.2 Interview**

Interviews were conducted to obtain the necessary data from informants. Researchers visited the informants, namely: Director of PT. Dafa, Production Manager. Research and Development Manager, this informant is really needed

to find out the strengthening of the entrepreneurial spirit in sharia business actors run in Islamic boarding school business units and how much Islamic values are applied in running their business. Key Informant

The key informant in this research is the Production Manager of PT. Dafa and R&D Manager related to business implementation activities managed by the Business Unit under the auspices of the Islamic Boarding School.

**2.4 Data Analysis Technique**

Data that has been obtained from the field, interviews, observations, documents, libraries, internet, journals is given meaning by analyzing and interpreting it. Next, the data that has been analyzed is adjusted to see if it has answered the research question appropriately. Create a matrix between the relationship between method questions, data types, data analysis and final results Comparing with previous research is mainly related to methodology and research results which can be used as a practical step in research, as justification for the truth and originality of this research. Making essence from the research results then making conclusions. This section answers the research questions

**3. Result and Discussion**

**3.1 Competitive Spirit**

An entrepreneur needs to have a competitive spirit, that is, he must be able to introspect himself if he does not meet the target or is not successful. Must try optimally. PT. Dafa in preparing company plans and programs adapts to government programs, especially from the ministries of agriculture and forestry. The planning carried out by PT Dafa is related to short-medium and long-term planning. as follows :

Tabel Planning at PT. Dafa Tekno Agro Mandiri

Long Term Planning (Above 5 years)	Medium term planning (2-4 years)	Short term planning (1 year)
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1. To become a superior plant nursery company nationally	1. Increase <i>networking</i>	1. Implementing the company's vision, mission and goals
2. Expanding and improving cooperation with various parties, the main target is the taklim assemblies throughout West Java and nationally as well as other social communities	2. Improve good relations with staff <i>stakeholder</i> such as government agencies, both central and regional levels, other companies, land transportation companies (Inter-City and Inter-Provincial Buses and PT. Kereta Api Indonesia), airline companies, academics to improve the	2. Involving employees in training as an effort to improve product quality and variants
		3. Expanding business networks and improving product quality
		4. Adapting programs from the agricultural department Expand the market.

	<p>quality of plant nurseries</p>	
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Source PT. Dafa Teknoagro Mandiri developed by researchers, 2022

The plan formulated by PT. Dafa is carried out by the company management but still accommodates input and opinions from various parties such as the Darul Fallah foundation and the Government. . The planning determined by PT. Dafa refers to the interests of the Darul Fallah agricultural Islamic boarding school.

A plan must be followed by work program steps so that the objectives of the plan can be achieved. Based on the researcher's observations, the implementation of the work program has not fully taken into account the plans that have been prepared, because it adjusts the budget and aligns it with government programs. As well as prioritizing those oriented towards increasing company profits. The company is aware of the importance of consistency between planning and work programs in order to achieve the company's targeted goals, so that the company is more competitive. PT. Dafa focuses on short-term work planning or annual work programs.

### 3.2 Patient Spirit

Every business actor needs to be patient in facing various obstacles and problems. Based on the results of interviews with informant 1, Once PT. Dafa accepts orders from the government in quite large quantities, without agreements or down payments. Because there is a belief. However, it turned out that there had been a change of leadership, where the new leadership was

unwilling to purchase the seeds. After the cancellation incident, PT, Dafa began to be more careful in accepting orders. It is necessary to apply a minimum down payment of 30% on every order, and have a written agreement. The management of PT. Dafa accepts this with patience and sincerity. Considering that the incident has not been the sustenance given by Allah Subhanahuwataala.

### 3.3 Appreciate Time

Time to order tissue culture seeds from PT. Dafa takes 2 weeks, while other partners can take up to 1 (one) month. This is the advantage of PT. Dafa in producing plant seeds. Apart from that, the average employee tenure is more than 5 (five) years, some even from PT. Dafa was founded in 2010. This shows that employees in carrying out their work are not solely after income (money) but a sense of belonging and a working atmosphere that is felt to be supportive for employees to explore their abilities and the Islamic boarding school environment also adds to a calm working atmosphere.

### 3.4 Strong Will

Even though there are currently not many companies operating in the nursery sector using tissue culture systems, companies continue to carry out research and development of seeds, to make them better, minimize failures and increase the variety of seeds. as well as researching other plants to determine which part is best for breeding. For example: Banana trees, a good part to use as tissue culture seeds is the inner tuber part so that it is protected from heavy rainfall. potatoes in the fruit part and so on. Even though in each nursery around 10% experience failure, these breeders still try to carry out their work as thoroughly as possible to minimize seedling failure.

### 3.5 Just as Promised

PT. Dafa has a high commitment to maintaining its trust or promises. So

that seed orders, which take 2 weeks to process, will be carried out immediately when the order is received. This has been patterned in PT's work system. Dafa. So when there is an order from the Ministry of Forestry, it is immediately carried out in large quantities. But it turned out that the order was canceled due to a change in official personnel where the new official did not purchase the plant seeds. So PT. Dafa suffered losses. This is a learning experience for PT. Dafa Tekno Agro Mandiri

### **3.6 Crative**

The plant breeding business using the tissue culture system is a creative business in the agricultural sector. Because this tissue culture system has several advantages, namely:

1. Mass produce seeds of high quality and free of pests, especially viruses.
2. The seeds are healthier because their resistance to pests and diseases is high.
3. Standardized seed quality
4. The seeds are uniform and have the same characteristics as the parent.
5. Improving food quality
6. Environmentally friendly

Plant breeding by applying a tissue culture system is a creative, brave step and deserves to be appreciated. Even though the product is a rare and creative product, the company managers in carrying out their production focus only on the nursery sector, not getting involved in business matters. Regarding the business sector, it is handed over to the President Director. Meanwhile, the main director's activities are very busy and he often goes abroad, this is a condition that the company should pay attention to. The entrepreneurial spirit for business managers must remain embedded in all parties, including directors, managers and employees. So that the sense of belonging to the company is inherent in all company personnel.

### **3.7 Ready for The Challenge**

There are bound to be challenges in every business activity. Currently, the challenge for PT. Dafa is a competitor and delivery system. Competitor PT. Dafa is used as a motivator to further improve product

quality, as well as further increase consumer satisfaction. Apart from that, we also observe what competitors haven't done but customers need. Competitors PT. Dafa does not only come from within the country but also from abroad such as Thailand and Vietnam. This is a challenge for PT. Dafa to be able to dominate the domestic market. The strategies implemented include collaboration with the government and regional governments as well as plant breeders. The company's orientation is that until 2026 it will dominate the West Java market, especially in the sectors of various types of potato and banana seeds.

### **3.8 Self-balance**

There are business premises in the Islamic boarding school environment and there are also company managers who double as Islamic boarding school administrators. This creates a very supportive working atmosphere. So that spiritual and physical interests can be realized. It's not just about financial pursuits, it also has its own inner satisfaction. This can be seen from the length of service of employees and managers, the average is more than 5 years.

### **3.9 Happy with his work**

It is necessary for leaders to emphasize to their employees that work is something enjoyable, proud and a form of worship. All employees are given the same opportunity to achieve their work achievements. Employees are expected to support each other in carrying out their work. Good working relationships should be prioritized. Good communication must be maintained so that misunderstandings do not arise. Difference skill among employees so that they are understood. If this can be done then the work will run smoothly so that the target can be achieved. It is necessary to realize that the establishment of a super team between divisions will lead and focus on achieving the vision, mission and strategy and progress of the company. Ultimately it will have an impact on increasing employee welfare.

### **3.10 Maintain good reputation**

The good name of a business actor will have an impact on his business sector. So here business managers realize that service to consumers is the main priority. So even

though there are consumers who only order quantities under 15 seeds, they are still served, because the company management is aware of the importance of maintaining the company's good name, for long-term interests.

### 3.11 Enthusiasm for change

Tissue culture is part of the biotechnology revolution, and is a technique for propagating plants using plant parts, such as shoot meristems, stems or leaves, which are carried out aseptically in the laboratory. With tissue culture techniques, you will get seeds that are healthy, do not carry disease, and have good and uniform growth. Through this technique it is possible to produce seeds in large quantities and in a short time. "Based on the results of interviews with Informant 1, national food needs are not yet sufficient. This can be seen from the increasing population in Indonesia, while agricultural land is decreasing." Realizing this, the company PT. Dafa Teknoagro Mandiri is optimistic about the development of the plant breeding business to meet the increasing need for food. So that the development of this business continues

### 3.12 Implementation of sharia business at Darul Fallah Islamic Boarding School, Bogor

The implementation of sharia business at the Darul Fallah Islamic Boarding School has been carried out even without the members realizing it business manager under the umbrella of PT. Independent Agro Techno Dafa. The Sharia Business concept includes elements *Hablumminallah* or a vertical relationship with Allah *subhanahuwataala* which includes the following elements:

1. Principles in business, which include:  
Work as worship, be honest in business, do not speak ill of competitors.
2. Motivation
3. Orientation
4. Work Ethos  
*Hablumminannas* or horizontal relationships, namely relationships with fellow humans. Associated with :
  1. Skill
  2. Venture capital
  3. Strategy Management
  4. Operation management
  5. Financial Management

6. Marketing
7. Human Resources

### 3.13 Internal factors in sharia business include factors related to the vertical relationship with God (*hablumminallah*)

#### 3.13.1 Principles in sharia bussness include

##### 3.13.1.1 Work as Worship

Manager of PT. The majority of Dafa have a boarding school educational background or have a strong religious education. They carry out their work truly sincerely and have a high sense of ownership of the company. Not just pursuing finances. As stated by the informant

From the results of interviews and observations, it shows that employees at PT. Dafa, in carrying out his work activities, is responsible for the sustainability of the company and feels like he is part of the Darul Fallah Islamic boarding school family which is located in the same area as PT. Dafa.

##### 3.13.1.2 Honesty in Business

Be honest or *Siddiq* is the biggest capital for ethical and moral business people. People will respect honest business people as stated in the hadith of the Prophet Muhammad SAW:

"Establish honesty, because honesty leads to goodness. Goodness leads to heaven."

Management of PT. Dafa Really trusts other people in business. So several times when a party canceled the request, PT. Dafa responds to this with a positive outlook, namely handing over all sustenance to Allah *Subhanahuwataala*. Apart from that, when you experience difficulty getting oxygen to support sterilizing the tissue culture system, respond with patience and surrender to Allah alone.

##### 3.13.1.3 Do not badmouth other parties (competitors)

The Prophet Muhammad gave an example that he never spoke ill of other people's businesses or products (his competitors). He actually helps promote his competitors' products if the goods consumers are looking for are not available in Rosul's merchandise. Conditions like this will give rise to healthy competition. The principle is not to harm

other people. And strive to satisfy customers. As well as helping other fellow business people. Competitors from PT. Dafa became a business partner. At the time PT. Dafa received orders for orchid seeds, but PT. There are a lot of orders for Dafa, consumers are recommended to other breeding companies.

### **3.13.2 Motivation**

Entrepreneurs need to have motivation in running a business. Motivation in sharia business activities must be looked at

#### **3.13.2.1 Future visionary**

Rosullulloh was a visionary. Don't just think about now, but think about the next few years. So when doing business you have to think about life in the afterlife, not just the worldly world. Wealth is an investment for the afterlife so it needs to be spent on things that are halal and approved by Allah. Visionary management at PT. Dafa is carried out by always researching and developing various seeds that can be cultivated through tissue culture. In principle, every plant can be seeded using a tissue culture system, as long as there is a parent. The task of R&D, apart from looking for new seeds, is also to determine which parts of the tree are good for breeding by taking parts of the cells.

Visionary carried out by PT. Dafa Techno Agro Mandiri is further increasing the variety of seeds. Because currently the breeder farmers who have enjoyed the results of potato cultivation can get up to 3 harvests. Of course, it is very profitable for the captive farmers. PT. Dafa has the vision to become the main market supplier for tissue culture potato breeding on the island of Java. The steps taken are to increase cooperative relations with various parties such as breeding farmers, local government, the plant fan community and society at large. Motivation of workers at PT. Dafa is seeking God's blessing. However, the company still provides salaries proportionally and there is a bonus at the end of the year in accordance with the PT's profits. Dafa.

#### **3.13.2.2 Creative in Business**

Creative in creating new things that are different from others. Creativity here means creating new things or perfecting a product that is different from before. Creativity carried out by PT. Dafa Techno

Agro Mandiri, namely in terms of marketing plant seeds, fosters collaboration with student alumni who carry out activities in the agricultural sector. Apart from that, currently PT. Dafa is developing its business in the hydroponic vegetable sector, which is expected to enter the market in the district and surrounding areas. because the results of research conducted by Sundari in 2020 stated that the need for hydroponic vegetables is increasing, due to the fact that people's desire is starting to increase in consuming these hydroponic vegetables.

### **3.13.3 Orientation**

Orientation in carrying out activities in sharia business is related to: An open attitude for business actors. An open attitude here is a frank attitude if you don't understand something or want to know the concept of a new business model. An open mental attitude is necessary here. So it is hoped that there will be no mental attitude of fear of failure in running a business, fear of loss, if this haunts the mind of the business actor, it will make it difficult for the business actor to progress. The open nature of both financial and non-financial matters will support business actors in improving network relationships with other parties, as well as minimizing problems.

PT. Dafa regarding this openness has not been carried out transparently. Especially those related to company profits. Because the company's benefits from using it are discussed with the Islamic boarding school management foundation which also acts as commissioner. However, the employees accepted this condition with a sincere attitude, because their work at the network culture company was based on trust in Allah Subhanahuwataala. And when working, it is intended to be for worship.

### **3.13.4 Work Ethic**

Regarding work ethic in sharia business, it is hoped that you can have a high work ethic, because carrying out your work is based on the intention of worship. A high work ethic will indicate being diligent in your work. Perseverance will give the best results. Perseverance ignores the attitude of despair in humans. Obstacles in business must be faced with perseverance, patience..

High work ethic of PT employees. Dafa was depicted during the Covid 19

pandemic, where the company experienced a decline in seed orders. The company even experienced a condition where there was no oxygen to carry out its production process. However, PT. Dafa was able to get around this by using the remaining oxygen from the previous year, but market demand for seeds could not be met optimally. Apart from that, chemical raw materials imported from China experienced price increases of up to 50%. The strategy carried out by PT. Dafa is by increasing the price of its plant seeds because production costs increase. Apart from that, PT. Dafa also makes savings. So that you can overcome these difficult conditions.

### **3.13.5 Amanah (Promise can be trusted)**

Trustworthiness is one of the morals that must be maintained. Muslim business people should have this characteristic of trustworthiness. Because by maintaining trust, God's rights and human rights will be fulfilled. Trust, don't waste it because it will have a positive impact on our work and business. PT. Dafa has a high commitment to keeping trust or promises. So that the seed order, which takes 2 weeks to process, will be processed as soon as there is an order.

### **3.14 External factors in sharia business (Horizontal) which relate to relationships between humans or hablumminannas**

For sharia-based business actors, matters relating to external activities or relationships between people relate to:

1. Skill (Skill),
2. Venture Capital.
3. Strategy Management
4. Operation management
5. Financial Management
6. Marketing
7. Human Resources

#### **3.14.1 Skill (skill)**

The ability of business actors at PT. Dafa is classified as competent in carrying out production processes in the field of biotechnology, especially in the field of tissue culture. This can be seen from the educational background of company managers who come from higher education institutions such as IPB, UI Biology Faculty, Hasanudin University, and the Horticulture Polytechnic.

Apart from that, the company managers also have Islamic boarding school education. So his ability in the field of plant breeding is considered reliable. But PT. Dafa needs to think about regenerating personnel from company managers, considering that problems in the business world are also increasingly complex.

PT Dafa as one of the Islamic boarding school's productive business units has a land area of 26.5 ha, of course it has great potential if the agricultural sector is developed in the Islamic boarding school area. So business development needs to be carried out. Apart from adding seed variants, you can also cultivate your own plants, thereby increasing the company's income.

#### **3.14.2 Venture capital**

Business capital is not just financial. However, organizational culture, quality products that are unique, or differentiate them from other products or services (Augustin Wilson: 2017: 296). Rosul's main capital in business is honesty and intelligence in business. So Rosul's business grew rapidly. PT shares. Most of the Dafa comes from the Darul Fallah foundation, so the returns are flexible. In return is 55% of PT's profits. Dafa is intended for operational activities at the Darul Fallah Islamic boarding school.

#### **3.14.3 Strategy Management**

PT strategy. Dafa in embracing customers by providing friendship to student alumni. Many student alumni carry out business activities in the agricultural sector, so that seeds can be obtained supply from PT. Dafa. The students already understand that the seeds from PT. Dafa is of superior quality, it's just that they have transportation problems in distributing the seeds. Independence at PT. Dafa cannot be fully implemented because it is under the Darul Fallah foundation. So things that are crucial must be known and approved by the Darul Fallah foundation.

#### **3.14.4 Marketing**

Business actors must be clever at seeing market conditions so they are able to dominate the market. Market control conditions, apart from being able to introduce products and/or services, are also to maintain the survival of the business.

#### **3.14.4.1 Dominate the market**

If business actors can control the market, their business will certainly be known to many consumers. Based on the results of interviews with Informant 2, namely the production manager, that: As an effort to strengthen relationships with potential customers or consumers, PT. Dafa means maintaining friendship with student alumni and customers. This friendly relationship is still going well. When entering a new market share, PT. Dafa is experiencing an obstacle because consumers still think or assume that PT. Dafa is considered not to be a purely professional company in carrying out business activities, so if there is an offer regarding PT. Dafa, there are still people who think that they are carrying out acts of worship or as a form of shodaqoh on the part of society. This is of course a challenge for companies to introduce more of their business activities both through social media and through seminars. So it is hoped that the wider community will know more about it positioning PT. Dafa is a profitable business company.

#### **3.14.4.2 Reasonable Price**

PT. Dafa in setting prices calculates the aspects of raw material use, employee wages, operational costs and competitor prices. Even though the price of plant seeds using the tissue culture system used by the company increases every year, consumers do not mind, because consumers can still regenerate and replant the seeds up to 3 times, so that consumers, namely breeder farmers, have 3 times the profit. But for PT. Dafa, this is not a problem because each party has been determined by GOD for their sustenance, and they are even happy if consumers get multiple benefits.

#### **3.14.5 Human Resources**

Islam places humans in an equal position. Human capital is the knowledge, skills and capabilities built up by the company. Companies definitely need human resources because humans have capacity, expertise, abilities. Specific people are very valuable to companies because they can increase productivity. So the compensation factor in the form of wages for employees

must be considered so that employees do not migrate to other companies.

#### **3.14.5.1 Employee Wages**

Islamic teachings place every human being, whatever their profession, in a noble and honorable position. Islam really loves Muslims who work diligently for a living. The glory of people who work lies in contributing to the convenience of other people who receive their services or energy. As mentioned in the hadith of Bukhari and Muslim, the best human being is the one who brings the most benefits to others. Likewise in the world of employment. The principle in wages is that Islam teaches its people to always respect people who work.

Wage system at PT. Dafa has a wholesale system, some have a monthly system. For employees at PT. Dafa, the remuneration is monthly, but for mothers who help in the process of transferring seeds from bottles to poly bag, and other jobs, wages are given weekly. Apart from that, during holidays and at the end of the year there are additional allowances.

Regarding wages for directors, managers and ordinary employees, the difference is not too big. Only at the manager and director level are there position allowances that are considered reasonable because the responsibilities are also large.

#### **3.14.5.2 Always Dare to try**

The key to Rosul's success in business is having the courage to try various things, whether related to business strategy, place of business, products sold and so on. Rasulullah SAW and his wife Siti Khadijah in business believe that capital is not just money, but can take any form, dare to try to do things differently from most people, be confident, not afraid to try, have a strong spiritual soul, are oriented towards the future, have an investment lifestyle not consumptive.

Experiments carried out at PT. Dafa for new plants is carried out when there are orders from consumers. In daily operations, the superiority is potato seedlings. The target of this potato nursery is to penetrate the West Java market. Currently, based on the results of interviews, it has controlled 40% of the West Java market for potato crops. This target needs to be increased in the future, not only for potato crops but also for other crops such

as sweet potatoes and fruit. Because currently the types of fruit in West Java have begun to decrease in cultivation, planting seeds for fruit can enrich the types of fruit in West Java

#### 4. Conclusion

Based on the results of research at PT. Dafa Techno Agro Mandiri (PT. Dafa) states that the entrepreneurial spirit of company managers needs to be improved, especially in terms of creativity in carrying out business activities. Because currently day-to-day company managers hand over the business sector to the main director only. Managers and employees focus on producing quality seeds according to the direction of the main director. The strategy for expanding the market is to improve relations with student alumni, potato breeders, the government and

Implementation of sharia business for business actors at PT. Dafa Tecno Agro Mandiri has been implemented. But the management does not realize that what they are doing already applies sharia business principles. Because they work sincerely with the intention of worship, not merely pursuing material things. Apart from that, when facing business losses, managers and employees accept it by having a good opinion of Allah and believing that only Allah can arrange sustenance for their servants. Additionally the competitors are treated as partners.

Based on the conclusions of this research, the new concept outlined is that strengthening the entrepreneurial spirit for sharia business actors is that apart from applying character factors that refer to sharia values, it is also necessary to have quality products or services offered to consumers.

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