
IMPACT OF PESANTREN ECONOMIC DEVELOPMENT THROUGH GOVERNANCE, PRODUCT COMPETITIVENESS, DIGITAL MARKETING AND ENTREPRENEURIAL INNOVATION

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ABSTRACT

In the modern era, Islamic boarding schools are required to not only serve as religious educational institutions, but also as independent and competitive economic entities. This study aims to analyze the impact of governance, product competitiveness, digital marketing, and entrepreneurial innovation on the economic development of Islamic boarding schools. This study is quantitative in nature. The population in this study included all 425 students of the Kyai Syarifuddin Asrama Pusat Islamic Boarding School. To determine the sample size from the population, the Slovin formula was used, resulting in a sample size of 81 respondents. Sampling was conducted using propositional sampling. The data analysis used in this study was multiple regression testing. The results of the study show that pesantren management ($p = 0.000$), product competitiveness ($p = 0.000$), digital marketing ($p = 0.000$), and entrepreneurial innovation ($p = 0.007$) have an effect on the economic development of the Kyai Syarifuddin Islamic Boarding School.

Keywords: Governance, Product Competitiveness, Digital Marketing, Entrepreneurial Innovation, economic development.

INTRODUCTION

Islamic boarding schools are one of the oldest Islamic educational institutions in Indonesia, serving not only as centers of education and da'wah, but also playing an important role in community economic empowerment (Anshari, 2016). As times change, Islamic boarding schools are required to adapt to social, economic, and technological changes in order to remain relevant and competitive. One form of adaptation is through effective management of Islamic boarding schools, development of product competitiveness, utilization of digital marketing, and entrepreneurial innovation that can support the economic independence of Islamic boarding schools (Nuraeni et al., 2024).

Good pesantren management is the main foundation in directing business unit development strategies to be more structured, efficient, and oriented towards sustainability (Idris et al., 2024). On the other hand, the competitiveness of products produced by Islamic boarding schools, both goods and services, is key to being able to compete in an increasingly competitive market. Islamic boarding school products must have quality, differentiation, and added value that meet consumer needs in order to be widely accepted (Saputra et al., 2023).

In addition, developments in digital technology have created new opportunities in the field of marketing. Digital marketing allows Islamic boarding schools to reach a wider range of consumers, reduce promotional costs, and increase brand awareness of their products. This can be an effective strategy for increasing sales and strengthening the position of Islamic boarding schools in the modern market (Yahya et al., 2023).

Equally important, entrepreneurial innovation carried out by Islamic boarding schools is a driving factor in creating creative ideas, new products, and business strategies that are relevant to the times. Through innovation, Islamic boarding schools can produce more varied products with high selling value, thereby contributing to the sustainable strengthening of the boarding school economy (Musyafa, 2021).

Kyai Syarifuddin Islamic Boarding School, as one of the developing Islamic boarding schools in Indonesia, also faces challenges and opportunities in developing a boarding school-based economy. Through the implementation of good management, strengthening product competitiveness, optimizing digital marketing, and entrepreneurial innovation, it is hoped that this boarding school will be able to increase economic independence while also having a positive impact on the surrounding community (Mu'awwanah et al., 2021).

Based on the above description, this study aims to analyze the influence of pesantren management, product competitiveness, digital marketing, and entrepreneurial innovation on the economic improvement of the Kyai Syarifuddin Islamic Boarding School. The results of this study are expected to contribute to the development of a sustainable economic empowerment model for pesantren and serve as a reference for policy makers in optimizing the role of pesantren in the economic sector (Nuraeni et al., 2024).

LITERATURE REVIEW

Definition of Governance

Governance is a series of activities that include planning, organizing, implementing, supervising, evaluating, and controlling to optimize the use of resources within an organization (Terry, 1986). In the context of Islamic boarding schools, management plays an important role in organizing educational, economic, and social activities so that they are more focused and sustainable (Idris et al., 2024).

According to (Muhardi, 2025), Pesantren governance is not limited to the management of educational institutions, but also involves economic management that can provide independence and contribute to the surrounding community.

Governance Indicators

According to (Mintzberg & Laasch, 2020), governance indicators are used to assess and monitor organizational performance, which includes: a) Performance measurement assesses target achievement. b) Monitoring ensures control and continuous improvement. c) Evaluation assesses program effectiveness and efficiency. d) Comparison compares actual results with targets or previous periods. e) Decision making provides important data for strategy and operations.

Factors Affecting Governance

According to (Hasibuan, 2007), There are a number of factors that affect competitiveness, namely as followst:

Outdoor Environment

Government policies, economic conditions, social dynamics, competition among educational institutions, and technological developments have shaped the strategy and direction of pesantren management.

Human Resources

The quality of educators, administrative staff, and leadership of the kyai greatly determines the success of the pesantren. Competent human resources increase productivity, innovation, and the achievement of goals.

Planning and Organizing

Effective governance requires clear planning regarding the educational and economic objectives of the pesantren, as well as systematic organization in the division of tasks and responsibilities.

Communication

Effective communication between caregivers, teachers, staff, and students plays an important role in reducing conflict, enhancing collaboration, and facilitating coordination.

Control

The control function enables Islamic boarding schools to monitor program implementation, evaluate achievements, and take corrective measures when necessary.

Organizational Culture

The values, norms, and traditions of Islamic boarding schools shape a distinctive organizational culture. A strong culture can increase loyalty and motivation, as well as shape institutional identity.

Technology and Innovation

The integration of information technology, digitization of administration, and innovation in learning and entrepreneurship in Islamic boarding schools support competitiveness in the modern era.

Policies and Procedures

Clear internal rules help maintain managerial consistency and serve as guidelines for decision-making.

Ethics and Social Responsibility

Islamic boarding schools are required to manage their activities based on the principles of fairness, transparency, and social awareness, so that their existence benefits the surrounding community.

Definition of Product Competitiveness

Competitiveness is a company's ability to survive, grow, and develop amid market competition through efficiency, quality, and the superiority of the products or services it offers. Companies with superior competitiveness are able to create added value for consumers while building core competencies as a strategy to face competition. The main aspects of competitiveness include quality, cost, delivery speed, service accuracy, and flexibility (Bismala et al., 2018). In order to survive, grow, and thrive amid competition, companies must have superior competitiveness. This advantage will become one of the core competencies of the company, serving as the main tool for facing competition in the market.

Product Competitiveness Indicators

According to (Asari et al., 2023), product competitiveness indicators include: a) Competitive prices ability to adjust prices according to market conditions. b) Product quality to what extent the product functions well, including durability. c) Product uniqueness added value that differentiates the product from competitors and provides tangible benefits to consumers.

Factors Affecting Product Competitiveness

According to (Kotler, 2016), There are a number of factors that affect competitiveness, namely as follows: a) Location Strategic location selection improves accessibility and consumer interest. b) Price influence purchasing decisions, including discount strategies and value for money. c) Service including product availability, physical facilities, and employee friendliness. d) Quality The compatibility between design, function, and specifications determines the level of consumer confidence. e) Promotion The more intensive the promotion, the greater the chance of increasing the number of consumers.

Definition of Digital Marketing

In general, digital marketing is the targeted, measurable, and interactive marketing of products or services using digital technology. This type of marketing involves the use of electronic media to promote a company's products or brands. Digital marketing can also be defined as a form of internet-based or online marketing (Bahren et al., 2018).

New wave technology consists of three main assets, namely affordable computers and telephones, as well as open source internet. In this new wave era, economic activity no longer focuses solely on traditional aspects such as economic growth, interest rates, and inflation, but also encompasses the important role of the digital economy, where the popularity of a business or commercial transaction depends on the use of the internet. As a form of marketing activity, digital marketing is carried out through digital distribution channels to reach consumers from various regions (Idris dkk., 2024).

Digital Marketing Indicators

According to (Young Kim & Kim, 2004), Indicators in Digital Marketing include the following: Accessibility consumer convenience in accessing product information through digital platforms. Interactivity level of two-way communication between consumers and advertisers. Entertainment the ability of advertisements to entertain while conveying a message. Trust to what extent is advertising information considered credible and reliable. Annoyance potential disruptions arising from digital advertising, such as misleading content. Informative the ability of advertisements to convey clear, accurate, and useful information.

Factors Affecting Digital Marketing

According to (Goel et al., 2017), several key elements that influence digital marketing include the following: a) The target market determines the accuracy in defining the target audience. b) Technology, such as readiness to keep up with developments in digital technology. c) Content quality and relevance of information that differentiates the product from competitors. d) Financial plan for the appropriate budget allocation for digital marketing activities. e) Social media, the role of social platforms in building relationships with consumers and expanding the reach of promotions.

Definition of Entrepreneurial Innovation

According to (P. F. Drucker, 1979), innovation is at the heart of entrepreneurship, namely the ability to transform creativity into valuable solutions through the creation of new things or the optimization of existing resources. Innovation is an important factor for business growth, as it can bring about products, services, and business processes that were not previously available. However, successful innovation requires entrepreneurs to have the courage to develop their ideas to the stage of actual implementation.

Entrepreneurial Innovation Indicators

According to (Bahren et al., 2018), several indicators can be used to measure the level of innovation in entrepreneurship: Product Innovation creates or significantly improves goods/services in terms of function and specifications. Process Innovation uses new production or distribution methods to reduce costs and increase customer satisfaction. Marketing Innovation applies new strategies in design, distribution, promotion, and pricing to expand market share. Organizational Innovation: the implementation of new business practices, structures, and external relationships to improve efficiency and job satisfaction.

Factors Affecting Entrepreneurial Innovation

Innovation is influenced by internal and external factors. Internal factors include the quality of human resources, availability of capital, leadership, and utilization of technology. Meanwhile, external factors include market conditions, level of competition, government policy support, infrastructure, and a social environment conducive to creativity (Bahren et al., 2018).

Definition of Economic Improvement

Economic growth is a quantitative indicator that reflects an increase in economic activity in a given period compared to the previous period (Sukirno, 2011). In the context of Islamic boarding schools, economic improvement is understood as an empowerment process through the development of business units that aim to achieve financial independence, improve the welfare of students, and contribute to the development of the surrounding community (Andiny & Mandasari, 2017).

The Indonesian Ministry of Religious Affairs emphasizes that the economic improvement of Islamic boarding schools is a systematic effort to develop entrepreneurial capacity and business units in a sustainable manner, based on local needs and oriented towards institutional independence (Ilham & Zakariya, 2022). The economic activities of Islamic boarding schools include agriculture, animal husbandry, cooperatives, trade, and even the digital sector.

Economic Improvement Indicators

According to (Goel et al., 2017), several indicators can be used to measure economic improvement in Islamic boarding schools: Sales turnover is the total gross income from business activities. Sales profit reflects the efficiency and success of the business.

According to (Adisasmita, 2013), several key elements that influence digital marketing include the following: The quality of leadership of religious teachers with vision, innovation, and good managerial skills. Human resources, especially students and administrators with entrepreneurial skills. Financing and capital through internal capital, financial institutions, government grants, and CSR (corporate social responsibility).

HYPOTHESIS

A hypothesis is a temporary proposition formulated to solve a problem and will be tested through empirical testing. It is said to be temporary because the answers provided are still based on relevant theories, not yet on data or evidence in the field. A hypothesis describes the relationship between two or more variables expressed in the form of a sentence and still needs to be tested. This relationship is formulated based on theory or the results of previous studies (Supriyanto & Maharani, 2013).

In statistics, hypotheses are divided into two types, namely the null hypothesis (H_0) and the alternative hypothesis (H_a). The null hypothesis (H_0) is a statement about the value of the population parameter that serves as an initial conclusion or basic assumption about a condition or theory, which will be tested through statistical analysis. Meanwhile, the alternative hypothesis (H_a) is a statement that is accepted if the sample data shows sufficient evidence to reject the null hypothesis (Sugiyono, 2013).

Referring to the underlying theory and conceptual framework described above, the hypothesis proposed in this study is as follows:

H1: Islamic boarding school management (X_1) affects economic improvement (Y).

H2: Product Competitiveness (X_2) affects Economic Improvement (Y).

H3: Digital Marketing (X_3) affects Economic Improvement (Y).

H4: Entrepreneurial Innovation (X_4) affects Economic Improvement (Y).

METHODS

This type of research is quantitative research, which analyzes data quantitatively/statistically, with the aim of testing predetermined hypotheses and then interpreting the results of the analysis to draw conclusions (Sugiyono, 2013). The population is the entirety of elements that have one or more similar features or characteristics. The population refers to the entire group of people, events, or subjects of interest that the researcher wishes to investigate. The population in this study consists of all 425 students at the Kyai Syarifuddin Asrama Pusat Islamic boarding school and 81 respondents selected using the Slovin formula.

In preparing this study, the researcher used the following operational research variables: Economic Growth (Y) refers to the process that drives an increase in the total production of goods and services produced by society. This growth occurs due to an increase in the quantity and quality of production factors, which is reflected in an annual increase in income. Pesantren Management (X_1) refers to systematic and planned efforts carried out in Islamic boarding schools to achieve certain objectives, as well as the efficient and effective management of resources and assets. It includes the planning, management, implementation, and supervision of pesantren activities.

Product Competitiveness (X_2) refers to the capability of a product to excel over competing products based on a number of characteristics that constitute competitive advantages. This

variable is measured through consumer perception or market data analysis of several key indicators that reflect product performance and position in the market. Digital Marketing (X3) is a series of marketing activities that utilize the internet and digital technology to create, communicate, and deliver value to consumers, with the aim of increasing consumer understanding by adapting to their needs.

Entrepreneurial Innovation (X4) is the ability of an individual or company to design, develop, and implement new ideas that have economic and social value in the industry. This is measured through indicators such as creativity, product development, technology utilization, market adaptation, and value creation in business processes.

Before conducting the analysis, the research instruments were tested for validity and reliability, followed by classical assumption testing and hypothesis testing. Data analysis was performed using regression statistics to explain the effect of pesantren management, product competitiveness, digital marketing, and entrepreneurial innovation on the economic improvement of the Kyai Syarifuddin Islamic Boarding School. The stages of analysis are validity and reliability testing, classical assumption testing, and data analysis using multiple regression, which are described as follows:

Instrument Testing

Reliability Testing and Validity Testing

A construct or variable is considered reliable if it yields a value (α) of 0.70.

Validity testing is determined by the significance value. If the significance value is < 0.05 , then the research instrument is valid. In addition to comparing the significance value, validity processing can use Pearson correlation. If the correlation coefficient value is > 0.03 , then the item is declared valid.

Classical Assumption Testing

The classical assumption test consists of normality, multicollinearity, and heteroscedasticity tests:

Normality Test and Multicollinearity Test

The normality test for the data in this study uses the Kolmogorov-Smirnov test. In this test, the guidelines used in decision making are: If the significance value is ≤ 0.05 , the data distribution is not normal. If the significance value > 0.05 , then the data distribution is normal.

Multicollinearity can be determined by analyzing the correlation matrix of independent variables, which can be seen from the tolerance value and the variance inflation factor (VIF) value. These two measures show which independent variables are explained by other independent variables. The commonly used cut-off values are a tolerance value of 0.10 or a VIF value above 10. If the tolerance value is greater than 0.10 or the VIF value is less than 10, it can be said that there is no multicollinearity between the variables in the regression model.

Heteroscedasticity Test

Detecting the presence or absence of heteroscedasticity can be done with the Glejser Test. The Glejser Test is performed by regressing the independent variable against the absolute residual. A regression model that does not contain symptoms of heteroscedasticity is when the significance of the independent variable against the absolute residual value of the statistic is above $\alpha = 0.05$.

Multiple Regression Analysis

To test the effect of independent variables on the dependent variable, multiple regression analysis is used. The formula used is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Hypothesis testing

To answer the research hypothesis, the following is done:

Partial Test

The t-test is used to determine whether in the regression model the independent variables (X1, X2, X3, X4) partially have a significant effect on the dependent variable (Y). This test is done by comparing the significance value of t indicated by Sig from t. The confidence level used is 0.05. If the Sig value of $t < 0.05$, then the independent variables have a partial effect on the dependent variable (Priyatno, 2008).

Coefficient of Determination

The coefficient of determination essentially measures the extent to which a model can explain the variation in the dependent variable. The coefficient of determination value is between zero and one. A small R2 value means that the variation of the dependent variable is very limited, and a value close to 1 (one) means that the independent variables can provide all the information needed to predict the dependent variable (Iman, 2009).

RESULTS

Normality Test Results

A good regression model is one whose data results have a normal or near-normal distribution. Data normality is tested using the Kolmogorov-Smirnov test. Residuals are normally distributed if the significance level is greater than 0.05. The results show that the data is normally distributed.

Table 1. Normality Test Results

Variabel	Asymp.Sig	Sig.	Description
Residual Value	0,200	0,05	Normal Data

Multicollinearity Test Results

Detection of multicollinearity using VIF (Variance Inflation Factor). Regression that is free of multicollinearity is characterized by a VIF value below 10 and a tolerance value above 0.1. In the Coefficients table, it can be seen that of the four variables, the VIF value for pesantren management is 1.906, product competitiveness is 1.613, digital marketing is 2.063, and entrepreneurial innovation is 2.068. Similarly, the tolerance values for pesantren management are 0.525, product competitiveness 0.620, digital marketing 0.485, and entrepreneurial innovation 0.484. Thus, it can be concluded that the regression model does not experience multicollinearity.

Table 2. Multicollinearity Test Results

Variabel	VIF	Tolerance	Description
Governance	1,906	0,525	No multicollinearity
Product Competitiveness	1,613	0,620	No multicollinearity
Digital Marketing	2,063	0,485	No multicollinearity
Entrepreneurial Innovation	2,068	0,484	No multicollinearity

Heteroscedasticity Test Results

Multiple regression does not exhibit heteroscedasticity if the data points are scattered above and below or around the number 0, and the distribution of data points should not form a wave pattern that widens, then narrows, and widens again. In addition, the distribution of data points should not be patterned.

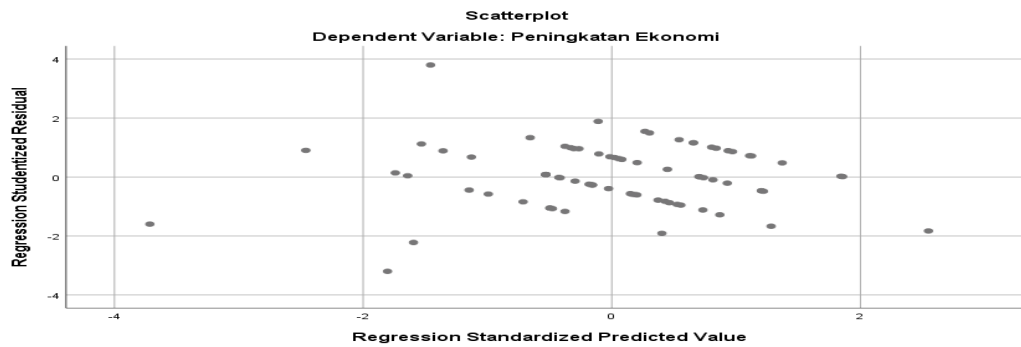


Figure 1. Heteroscedasticity Test Results

Multiple Regression Analysis Results

In this study, the constant value (a) = 2.841, the regression coefficient of the Islamic Boarding School Management variable (X1) is b1 = 0.324, the regression coefficient of the Product Competitiveness variable (X2) is b2 = 0.355, the regression coefficient of the Digital Marketing variable (X3) of b3 = 0.219, and the regression coefficient for the Entrepreneurial Innovation variable (X4) of b4 = 0.210, resulting in the multiple regression equation $Y = 2.841 + 0.324 X1 + 0.355 X2 + 0.219 X3 + 0.210 X4 + e$. From the regression equation, it is known that if there is an increase of one unit in pesantren management, product competitiveness, digital marketing, and entrepreneurial innovation, then the economic growth of the Kyai Syarifuddin Islamic Boarding School will also increase.

Table 3. Multiple Regression Analysis Results

Model	Unstandardized Coefficients	Description
Constant	2,841	Konstanta a
Governance	,324	X1
Product Competitiveness	,355	X2
Digital Marketing	,219	X3
Entrepreneurial Innovation	,210	X4

Partial Test Results (t-test)

Based on the statistical test results, it is known that pesantren management with a t-value = 5.429 and significance p = 0.000 < 0.05, product competitiveness with a t-value = 4.614 and significance p = 0.000 < 0.05, digital marketing with a t-value of 4.337 and significance p = 0.000 < 0.05, entrepreneurial innovation with a t-value of 2.770 and a significance level of p = 0.007, where the t-table value is 1.991. Based on these results, the t-value is greater than the t-table value, meaning that pesantren management, product competitiveness, digital marketing, and entrepreneurial innovation have a partial effect on the economic growth of pesantrens.

Table 4. Partial Test Results (t-test)

Variabel	t hitung	T tabel	Nilai Sig.	Ket.
Governance	5,429	1,991	0,000	Signifikan
Product Competitiveness	4,614	1,991	0,000	Signifikan
Digital Marketing	4,337	1,991	0,000	Signifikan
Entrepreneurial Innovation	2,770	1,991	0,007	Signifikan

Coefficient of Determination (R²) Results

The results show a coefficient of determination (R²) = 0.479, which means that 47.9% of economic growth can be explained by the variables of pesantren management, product competitiveness, digital marketing, and entrepreneurial innovation, while the remaining 52.1% is influenced by other factors not examined in this study.

Table 5. Coefficient of Determination (R²) Results

Model	R	Adjusted R Square	Std. Error of The Estimate
1	0,479	0,451	0,926

The influence of Islamic boarding school management on the economic improvement of the Kyai Syarifuddin Islamic Boarding School

Based on the statistical test results, the t-value = 5.429 > t-table = 1.991, which shows that pesantren management has an effect on the economic improvement of the Kyai Syarifuddin Islamic Boarding School. The results of this study illustrate that the more optimal the management of the Islamic boarding school, the greater its contribution to economic independence and the development of business units owned by the Islamic boarding school. This influence can be reviewed through the following indicators:

In terms of performance, Kyai Syarifuddin Islamic Boarding School shows good institutional performance, both in terms of organizational management, education quality, and strengthening the boarding school's economy.

Supervision, Kyai Syarifuddin Islamic Boarding School implements good supervision by conducting periodic evaluations of business units such as cooperatives, student food businesses, and boarding school canteen management. Evaluations are carried out by internal administrators and reported to the boarding school and foundation leaders.

Evaluation, Kyai Syarifuddin Islamic Boarding School conducts its evaluations well, especially in terms of planning and organization. However, supervision and evaluation need to be strengthened so that every program implemented is not merely administrative in nature, but also has a real impact on improving the boarding school's economy and empowering students.

Comparison Planning and organization are the two managerial elements that play the most significant role in driving the economic improvement of the Kyai Syarifuddin Islamic Boarding School. Meanwhile, implementation and supervision still need to be improved so that all business units can run optimally and sustainably.

Decision-making at the Kyai Syarifuddin Islamic Boarding School is carried out in a participatory, structured, and responsive manner to internal and external situations, thereby contributing significantly to the economic improvement of the pesantren.

According to theory (P. Drucker, 2012) In his work "Management Theory", he mentions that management variables affect economic growth. These findings are in line with the results of my research, which indicate that pesantren management variables have an influence on economic improvement variables.

The Effect of Product Competitiveness on Economic Improvement at the Kyai Syarifuddin Islamic Boarding School

Based on the statistical test results, the t-value = 4.614 > t-table = 1.991, which shows that product competitiveness has an effect on improving the economy of the Kyai Syarifuddin Islamic Boarding School. Increased product competitiveness strengthens the economic position of the boarding school by attracting consumer interest, increasing sales, and expanding market reach, both locally and digitally. These findings indicate that developing competitive products is an effective strategy for building the economic independence of Islamic boarding schools. The measurement is based on the following indicators:

Competitive prices, Kyai Syarifuddin Islamic Boarding School products offer more competitive prices than similar products on the market, thereby driving increased turnover and profits that have a positive impact on the overall economic growth of the boarding

school. Competitive prices also help expand market reach, not only limited to students and the surrounding community, but also reaching consumers outside the boarding school community.

Product quality, At Kyai Syarifuddin Islamic Boarding School, product quality is one of the main factors in business development. The higher the quality of the products produced, the greater their contribution to the economic growth of the boarding school, both in terms of income, financial independence, and market competitiveness.

Product uniqueness, At the Kyai Syarifuddin Islamic Boarding School, product uniqueness is a strategic factor that plays an important role in promoting the independence and economic growth of the boarding school, especially in increasing competitiveness at the local level and strengthening the identity of businesses based on Islamic values.

According to the theory (White, 1991) in his work "The Competitive Advantage of Nations," it is stated that the variable of competitiveness influences economic improvement. These results are consistent with my research, which shows that product competitiveness plays a role in driving economic improvement.

The Impact of Digital Marketing on Economic Growth at Kyai Syarifuddin Islamic Boarding School

Based on the statistical test results, the $t\text{-value} = 4.337 > t\text{-table} = 1.991$, which shows that product competitiveness has an effect on the economic improvement of the Kyai Syarifuddin Islamic Boarding School. Digital marketing itself is a strategy for promoting products or services through digital media and the internet, which allows for a wider, faster, and more efficient reach to consumers. Within the Islamic boarding school, this approach is used to introduce, offer, and sell various products from the boarding school's business units through various digital platforms such as social media, marketplaces, and websites.

This impact can be identified and assessed through the following indicators:

Accessibility, Kyai Syarifuddin Islamic Boarding School has high accessibility thanks to its strategic location in the city center, ease of transportation, and openness to training, MSME collaboration, and economic activities. This accelerates the distribution of goods and services and encourages the growth of the boarding school's business and students.

Interactivity, Kyai Syarifuddin Islamic Boarding School implements digital interactivity through quick responses, interesting content, and two-way communication. This interactivity plays an important role in supporting the boarding school's economy. Strengthening participatory and sustainable digital communication strategies will reinforce Islamic value-based economic independence.

Entertainment, Kyai Syarifuddin Islamic Boarding School's entertainment-oriented digital content, such as short videos, humor, and inspirational stories of santri, effectively attracts audiences and increases interaction on social media. This strategy supports the economic growth of the pesantren if presented creatively, wisely, and in accordance with Islamic values.

Trust, at Kyai Syarifuddin Islamic Boarding School Consumer trust is built through transaction security, clarity of information, consistency of service, and the reputation of Islamic boarding schools based on Islamic values. The credibility of the institution and responsive digital services also strengthen consumer confidence, which has a positive impact on purchasing decisions and customer loyalty.

Frustration, Pondok Pesantren Kyai Syarifuddin has begun to implement digital marketing, but various challenges need to be addressed immediately so that this strategy has an optimal impact on improving the pesantren's economy. It is necessary to increase human resource capacity, develop more focused content planning, and collaborate with external parties who are experienced in digital marketing.

Informative, Kyai Syarifuddin Islamic Boarding School utilizes digital marketing as an effective and relevant strategy to expand the market reach of the boarding school's products, increase revenue, and support the sustainable economic growth of the boarding school. With more professional and consistent management, digital marketing will remain a key factor in the success of boarding school businesses in today's digital era.

According to the theory (Kotler et al., 2021) in his work "Technology for Humanity," digital marketing influences economic improvement. This statement is in line with the findings in my research, which reveal that digital marketing variables have an influence on economic improvement variables.

The Impact of Entrepreneurial Innovation on Economic Improvement at Kyai Syarifuddin Islamic Boarding School

Based on the statistical test results, the $t\text{-value} = 2.770 > t\text{-table} = 1.991$, which shows that product competitiveness has an effect on the economic improvement of the Kyai Syarifuddin Islamic Boarding School. Entrepreneurial innovation plays an important role in driving the economic growth of Islamic boarding schools. Through innovation, Islamic boarding schools are able to produce unique, efficient products or services that are in line with market trends, thereby attracting a wider range of consumers. In addition, innovation helps Islamic boarding schools optimize the use of resources, improve production processes, and expand marketing networks. This influence is measured through the following indicators:

Product innovation, Kyai Syarifuddin Islamic Boarding School increases resource support and training for business unit managers so that product innovation can continue to develop sustainably. Thus, product innovation not only serves as a short-term economic improvement effort but also becomes the basis for the long-term economic independence of Islamic boarding schools.

Process innovation, At the Kyai Syarifuddin Islamic Boarding School, process innovation plays an important role in improving economic performance by accelerating adjustments to changes in the business environment and strengthening the competitiveness of the boarding school's products in the local market.

Marketing innovation, At the Kyai Syarifuddin Islamic Boarding School, marketing innovation is an important factor in business development and economic empowerment of students. Therefore, flexible and creative marketing strategies need to be continuously developed and supported by appropriate management policies.

Organizational innovation, at Kyai Syarifuddin Islamic Boarding School plays a crucial role in transforming the pesantren's economic system from a traditional approach to a modern, independent, and competitive entrepreneurial model.

According to Schumpeter's (1983) theory in his book "The Theory of Economic Development," entrepreneurial innovation influences economic improvement. These results are consistent with my research, which indicates that innovation in entrepreneurship influences economic improvement.

CONCLUSION

Based on the results of the study, the following conclusions can be drawn: a) Pesantren management has an impact on the economic improvement of the Kyai Syarifuddin Islamic Boarding School. b) Product competitiveness has an impact on the economic improvement of the Kyai Syarifuddin Islamic Boarding School. c) Digital marketing has an impact on the economic improvement of the Kyai Syarifuddin Islamic Boarding School. d) Entrepreneurial innovation influences the economic growth of the Kyai Syarifuddin Islamic Boarding School.

SUGGESTIONS

In a study, researchers have the potential to make important contributions that support the advancement of science and provide benefits to institutions, agencies, and other related parties. Based on the findings of this study, the author offers the following suggestions: The results of this study can be used to evaluate pesantren management, increase product competitiveness, expand digital marketing reach, and adjust entrepreneurial innovation. These efforts aim to encourage the improvement of the pesantren economy. This study still has limitations in terms of data, information, and analysis, which are not yet comprehensive. It is hoped that in similar future studies, pesantren management, product competitiveness,

digital marketing, and entrepreneurial innovation can be used as references to increase the depth of research in any field.

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