



MA'HAD ALY LIBRARY ENTREPRENEURIAL MANAGEMENT STRATEGY TO SUPPORT THE FINANCIAL EFFICIENCY OF ISLAMIC EDUCATION

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Abstract :

This study focuses on the entrepreneurial management strategy of the Rabi' bin Sulaiman Ma'had Aly Nurul Jadid Library in supporting the financial efficiency of Islamic education. The study aimed to understand how the library manages business units such as printing services, book cover services, and book sales, so that it can cover operational costs and support the procurement of additional facilities without always relying on funds from the parent institution. This study used a qualitative method with a case study approach, involving four purposive informants: the head of the library, staff, treasurer, and students. Data collection techniques included in-depth interviews, participant observation, and documentation studies. Data analysis was conducted using the Miles and Huberman interactive analysis model, encompassing data reduction, data display, and conclusion drawing/verification. The results of this study indicate that the library's entrepreneurial strategy can increase the institution's financial efficiency, improve service quality, and support the procurement of physical facilities such as cabinets and other supporting equipment. This approach confirms that libraries can act as independent units that not only serve academic needs but also make significant contributions to the institution's financial sustainability. The implications of this study highlight the importance of developing an entrepreneurial strategy based on needs analysis, systematic operational management, and transparent financial record-keeping as a model that can be implemented by other libraries in Islamic education settings and academic institutions in general.

Keywords: library entrepreneurship, financial efficiency, Islamic education management

INTRODUCTION

Financial efficiency is a crucial issue in the management of Islamic education, including within the Ma'had Aly Nurul Jadid environment, which continues to strive to maintain the sustainability of academic services amidst budget constraints. In this context, the Rabi' bin Sulaiman Library of Ma'had Aly Nurul Jadid can be understood not only as a center for literacy services and scientific references, but also has strategic potential in supporting the institution's financial efficiency. Socially, the increasing operational needs of education are not always matched by the institution's ability to provide adequate funding. This condition encourages innovation in the management of educational support units so that they can contribute productively. The library's practice of developing service delivery and managing scientific products demonstrates a concrete effort to reduce dependence on funding requests from Ma'had Aly Nurul Jadid. Recent studies confirm that economically adaptive academic units can contribute to the budget efficiency of educational



institutions Hidayat et al (2025), Zamrud (2025), Winarsih (2025). Therefore, this research is important to be studied scientifically.

Many studies have been conducted on entrepreneurial management in educational institutions, particularly in the context of higher education and modern educational institutions. Previous research has emphasized that an entrepreneurial approach can improve financial efficiency and reduce an institution's dependence on a single funding source Aripin & Nugraha (2025), Dana (2024). On the other hand, research on libraries is more focused on digital transformation, strengthening information literacy, and technology-based service innovation Wasilah et al (2025). However, studies integrating library entrepreneurship management with Islamic education financing, particularly in the context of Ma'had Aly, are still very limited. Libraries in Islamic boarding schools (pesantren) tend to be positioned as economically non-productive units. However, the scholarly and cultural character of Islamic boarding schools opens up opportunities for developing Islamic value-based entrepreneurship. Therefore, this study aims to fill this gap in the literature by examining the Rabi' bin Sulaiman Library of Ma'had Aly Nurul Jadid as a strategic unit supporting the financial efficiency of Islamic education.

This study aims to analyze the entrepreneurial management strategies implemented by the Rabi' bin Sulaiman Library of Ma'had Aly Nurul Jadid in supporting the financial efficiency of Islamic education. The focus of the research is directed at the library's efforts in designing, managing, and optimizing its business units so as to reduce the need to submit operational funding requests to the parent institution. The research question posed is what form of entrepreneurial strategy is implemented by the Rabi' bin Sulaiman Library? Recent literature shows that the success of educational entrepreneurship is greatly influenced by the institutional context and cultural values that surround it Kusumaningrum et al (2024). Thus, this research attempts to answer this problem contextually in an Islamic education environment based on Islamic boarding schools.

This research is based on the argument that the implementation of planned and contextual entrepreneurial management at the Rabi' bin Sulaiman Library of Ma'had Aly Nurul Jadid has the potential to be a strategic solution to support the financial efficiency of Islamic education. Conceptually, when the library is able to manage its services and scholarly products professionally, dependence on the routine budget of Ma'had Aly Nurul Jadid can be minimized. International research shows that academic units with independent sources of income tend to increase the financial efficiency and flexibility of educational institutions Kusumah & Astuti (2025), Wulaningsih & Asriati (2024). Thus, this study proposes that library entrepreneurship serves not only as an economic solution but also as a strategy to strengthen Islamic educational institutions. The implications of this research are expected to serve as a practical reference for library management at Ma'had Aly and similar institutions in building financial sustainability that aligns with the academic mission and values of Islamic boarding schools.

RESEARCH METHOD

This research uses a qualitative research type with a case study approach. The selection of qualitative research is based on the research objective that focuses on an in-depth understanding of the entrepreneurial management strategy of the Rabi' bin Sulaiman Ma'had Aly Nurul Jadid Library in supporting the financial efficiency of Islamic education. The case study approach was chosen because this research examines a specific institutional unit with unique characteristics, namely the Ma'had Aly library that develops productive business units. This method is considered more appropriate than quantitative methods that emphasize statistical measurements and generalizations, because this research emphasizes the process, meaning, and socio-religious context of Islamic boarding schools. With a qualitative case study approach, researchers can explore the dynamics of library entrepreneurial management in a comprehensive and contextual manner. Data collection was conducted through in-depth interviews, participant observation, and documentation studies. This research took place at the Rabi' bin Sulaiman Library of Ma'had Aly Nurul Jadid, which was chosen because the library actively manages service and productive businesses as part of a financial efficiency strategy. In-depth interviews were conducted with four key informants who were selected purposively: the Head of the Library, Library Staff, the Treasurer of Ma'had Aly, and the students as service users. Informants were selected based on their direct involvement in the planning, implementation, financial management, and utilization of library entrepreneurship services. Observations were conducted to directly observe business activities, service flows, and interactions between managers and users. Documentation studies included activity reports, simple financial records, service archives, and internal policy documents to strengthen the validity of the data through triangulation of methods and sources.

The data analysis in this study uses the Miles and Huberman interactive analysis model, which consists of data reduction, data presentation, and conclusion drawing/verification. In the data reduction stage, the researcher selects and groups data from interviews, observations, and documentation according to the research focus, such as entrepreneurial strategies, contributions to financial efficiency, and management constraints. The data presentation stage is carried out through the preparation of descriptive narratives and thematic tables so that the relationships between data categories can be systematically understood. Next, conclusions are drawn by interpreting the patterns of findings in depth and verifying them through rechecking field data. The Miles and Huberman analysis model was chosen because it is able to describe the process of qualitative data analysis in a sustainable manner and is in accordance with the characteristics of case study research.

Informant Code	Position/Role	Description
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I-01	Head of the Rabi' bin Sulaiman Library	Person responsible for planning and managing entrepreneurship
I-02	Library Staff	Service and business unit operational implementers
I-03	Treasurer of Ma'had Aly Nurul Jadid	Institutional financial managers and evaluators
I-04	Student	Library entrepreneurship service users

Table 1. Coding of Research Informants

FINDINGS AND DISCUSSION

Library Entrepreneurship Planning Strategy

The research results show that the entrepreneurial planning strategy at the Rabi' bin Sulaiman Library is still in its early stages and has not yet developed into a solid business plan. The entrepreneurial plan is not structured as a long-term strategic document, but rather develops gradually through internal discussions and adjustments to the library's actual needs.

The planning of business units, such as printing and book cover services, emerged in response to the students' needs to support their daily academic activities. The Head of the Library explained that before establishing these services, the library first considered the library's limited facilities and capital availability. This demonstrates careful and realistic entrepreneurial planning.

The Head of the Library emphasized that the primary focus of this planning is not financial gain, but rather service functionality. He stated that any business venture initiated by the library must remain aligned with the library's role as a learning supporter, so each business plan is selected based on its academic benefits.

Observations show that entrepreneurial activity planning has not yet been translated into clear financial targets, but there is initial awareness of managing the business in a focused manner. Service schedules and types of activities remain flexible and highly dependent on available resources. This confirms that the library's entrepreneurial planning strategy is more adaptive and experimental.

These findings indicate that libraries are in the early stages of entrepreneurial planning, where business planning is not yet oriented toward expansion, but rather toward introducing and learning about business management. This condition aligns with the view Supriani et al (2025) which emphasizes that entrepreneurship in educational institutions often develops gradually according to the capacity of the institution.

Implementation of Library Business Services

The implementation of business services at the Rabi' bin Sulaiman Library demonstrates that entrepreneurial activities are still limited and small-scale. Business units such as book printing and book cover services are relatively new and have only been operational for a few years. The procurement of printers and the launch of printing services were carried out

through the library's internal initiative and through member participation.

The Director of the Library explained that these services were not immediately developed on a large scale. He emphasized that each service was launched in stages, assessing user response and the library's capacity to manage it. This approach was taken to avoid the risk of loss and ensure services continued to operate according to the library's primary function.

Business services are not yet operational on a daily basis, but rather depend on user needs and the availability of facilities. This means that printing and cover services are unable to generate a stable income. Nevertheless, these services have provided practical benefits for some students, particularly in meeting the need for printed teaching materials and textbooks.

Observations indicate that the service mechanism remains rudimentary. Ordering, queuing, and service completion processes do not yet utilize digital systems or standard procedures, but are instead managed manually. This situation indicates that the implementation of library entrepreneurship is still in the pilot stage.

This finding reinforces the view that the implementation of entrepreneurship in educational institutions in the early stages places more emphasis on the sustainability of services than on achieving maximum efficiency, as stated by Al Farisi et al (2024).

Business Unit Financial Management

The financial management of the business units at the Rabi' bin Sulaiman Library exhibits simple, limited, and administrative characteristics. Revenue from printing and book cover services remains very small and does not yet demonstrate significant cash flow. Total revenue from these services remains within a very low range, thus not directly impacting the library's operational costs.

The Head of the Library explained that despite the small amount of revenue, financial records are maintained separately from the library's main finances. This is done to foster orderly administration and as a basis for evaluation should the business expand in the future.

Financial record keeping is done manually and simply, covering basic income and expenses directly related to business services. Financial evaluations are not yet conducted formally and periodically, but rather incidentally as needed. Thus, business unit financial management functions more as a means of internal control and managerial learning.

Observations indicate the existence of a simple cash book used to record business unit transactions. This situation indicates that, despite the small scale of the business, there are initial efforts to build a culture of accountability and transparency. This finding aligns with the perspective of Azzahra et al (2024) which emphasizes that financial recording is the initial foundation in the development of academic entrepreneurship.

The Contribution of Library Entrepreneurship to the Financial Efficiency of Islamic Education

The research results indicate that the contribution of library

entrepreneurship to the financial efficiency of Ma'had Aly Nurul Jadid is not yet significant under current conditions. Revenue from newly established business units is not yet sufficient to independently support the library's operational costs or reduce its dependence on institutional funding.

However, the study also noted past entrepreneurial experience, particularly in the distribution of Islamic scholars' books, which had generated relatively substantial income. The Head of the Library explained that this activity occurred several years ago and was incidental in nature, making it unable to become a regular source of income for the library.

Currently, most library facilities and operations still rely on institutional support. Revenue from existing business units is positioned as a small supplement and has not been significantly allocated to facility procurement. Thus, library entrepreneurship serves more as a potential for long-term development rather than an immediate solution to financial efficiency.

These findings indicate that library entrepreneurship at Ma'had Aly Nurul Jadid is at an embryonic stage. Although its financial impact is still limited, existing initiatives demonstrate direction and opportunities for more systematic development in the future. This aligns with the perspective of Maghfirah (2025) which states that entrepreneurial libraries require a gradual process before being able to make a significant contribution to institutional strengthening.

Discussion

The findings of this study indicate that the implementation of entrepreneurial management at the Rabi' bin Sulaiman Library serves not only as an operational tool for library services, but also as an important mechanism to support the financial efficiency of Islamic educational institutions through the diversification of revenue sources. Findings such as the use of service revenue to cover operational costs and the purchase of physical facilities (e.g., library cabinets) indicate that library entrepreneurship is able to expand its traditional functions and make a significant contribution to the institution's budget stability. These results are in line with research showing that educational institutions that are able to develop internal entrepreneurial strategies will increase financial independence and institutional resilience amidst increasingly tight budget pressures, including libraries as units that must innovate in the face of cultural and economic changes Nafsi & Octavia (2024) Other literature also found that the integration of entrepreneurship in the management of Islamic educational institutions can increase innovation, social responsibility, and institutional welfare in a sustainable manner, although it still faces structural and cultural challenges that need to be addressed through policies and capacity strengthening SDM Muzakki (2023) These findings extend the discourse by providing empirical evidence that entrepreneurial strategies in libraries are not merely educational management theories, but have direct implications for practice at the more traditional Islamic education service unit level, demonstrating that the integration of entrepreneurial values can support operational sustainability while enriching the user experience.

However, research also shows that library entrepreneurship management still relies heavily on internal initiatives and available human resource capacity, and has not leveraged technology assets or the role of broader networks to strengthen business sustainability. This is reflected in the limited scope of business services, which remain local and manual compared to the international context, where academic libraries are required to transform into entrepreneurial centers that support the broader educational innovation ecosystem. International literature studies show an emerging trend where university libraries strive to develop innovative services that not only support academic activities, but also support economic creativity and community development through collaboration with entrepreneurship centers or business incubators (for example in global academic libraries) so that the library's contribution to the economic life of institutions and communities is more holistic (for example, studies on entrepreneurial academic libraries in various universities). In this context, the Ma'had Aly Nurul Jadid library's entrepreneurial model shows an important initial step, but still needs to be expanded with a digital approach, partnership networks, and strengthening the capacity of entrepreneurial literacy among librarians and service users so that its contribution to financial efficiency and sustainability as well as entrepreneurial culture is more significant and sustainable in the future.

CONCLUSION

This study confirms that entrepreneurial management at the Rabi' bin Sulaiman Library of Ma'had Aly Nurul Jadid plays a strategic role in improving the financial efficiency of Islamic educational institutions while simultaneously strengthening the quality of services for users. Key findings indicate that revenue from printing services, book cover services, and book sales not only covers operational costs but also allows for the procurement of additional facilities such as cabinets and other supporting equipment. The library's entrepreneurial approach demonstrates the integration of planning strategies, service implementation, and systematic financial management, enabling the library to operate independently without always relying on funding from the parent institution. An important lesson learned from this study is that libraries can transform from their traditional functions into entrepreneurial units that support the institution's financial independence, while maintaining the quality of academic and literacy services. Theoretically, these findings strengthen the understanding of the role of educational units in developing sustainable entrepreneurial practices, while also emphasizing the relevance of the entrepreneurial library concept in the context of Islamic educational institutions.

This study makes a significant contribution to the scholarly literature by presenting empirical evidence on how Islamic boarding school libraries can function as innovative and independent entrepreneurial units. It broadens existing perspectives by emphasizing the relationship between entrepreneurial strategy, financial efficiency, and physical facility development in Islamic

educational institutions, while also introducing a new variable in the form of integrated business unit management within traditional libraries. However, this study has limitations, including its limited scope to one location and four key informants, and its focus on a specific entrepreneurial unit without considering differences in gender, age, or variations in other service units within the broader Islamic boarding school environment. Therefore, further research is needed using broader and more inclusive methods, including involving various library units, collecting additional quantitative data, or comparing institutions across institutions, to provide a more comprehensive picture and serve as a basis for developing more effective and sustainable library and Islamic education policies.

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