

The Meeting Point Of The Entrepreneurial Spirit With Multicultural Values As A Strength In Developing Islamic Education

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This research aims to further explore the intersections of the virtues of shiddiq, amanah, tabligh, and fathonah as the essence of entrepreneurial spirit in the development of multicultural Islamic education. This study adopts a qualitative approach with an ethnographic case study method. The research question revolves around the convergence points between entrepreneurial spirit and multicultural values in developing multicultural Islamic education at Pondok Pesantren Bahrul Maghfiroh Malang. Data and information sources were collected through interviews, observations, and document analysis. The study reveals that cultivating the virtues of shiddiq (Truthfulness), amanah (Trustworthiness), tabligh (Conveying the message (missionary)) and fathonah (intelligence or comprehension) is essential to shape a multicultural mindset as a crucial force in addressing contemporary challenges. These virtues serve as the primary and crucial assets for both the institution and personnel, driving entrepreneurial spirit in the development of multicultural Islamic education at the pesantren. This entrepreneurial spirit is considered a foundational asset in fostering a multicultural attitude among students and establishing a multicultural Islamic educational institution. Importantly, this asset is not always synonymous with tangible resources such as money and gold.

Key words: Multicultural, Entrepreneurial Spirit, Multicultural Spirit, Shiddiq, Amanah

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Introduction

In summary, pesantren, as the oldest Islamic educational institutions, contribute significantly to nurturing religious scholars and fostering social reconstruction through preaching and education (Idris, 2013; Rozaimie, 2019). Over time, they have played a crucial role in transforming regional cultures and shaping a resilient, independent, spiritually rich, and globally competitive younger generation.

Entrepreneurship education in Indonesia has gained scholarly attention, evident in its implementation across various universities and the emergence of renowned entrepreneurial schools to meet diverse needs (Soetrisno et al., 2022; Susilaningsih, 2015). Law Number 20 of 2003, focusing on the National Higher Education System, was established to prepare learners for societal roles with academic and/or professional capabilities, aiming to develop knowledge and enhance the quality of life and national culture (Noor, 2018).

Despite the feasibility of entrepreneurship education in Indonesia, questions persist, especially in navigating the complex intersection of entrepreneurial spirit and multicultural education (Walmsley & Wraae, 2022). Thus, illustrating education with an entrepreneurial spirit becomes a crucial meeting point for both researchers and practitioners in the educational and business communities.

This research focuses on exploring the integration of entrepreneurial spirit into Islamic education, emphasizing its importance in the context of pesantren. It aims to clarify the abstract capital domain and its role in developing multicultural Islamic education. The paper also examines the adaptability of pesantren to global social and cultural changes, emphasizing the paradigm of preserving the goodness of the past while embracing the goodness of the new.

Islamic schools (pondok pesantren) must innovate to stay competitive, providing practical business units for students (Anggadwita et al., 2021; Khan & Khaliq, 2014). To face global challenges, students need independence, skills, and a forward-oriented mindset, capable of initiating social changes in various fields.

Pesantren Bahrul Maghfiroh Malang (PPBM) serves as both a missionary and educational institution, instilling virtues like honesty, trustworthiness, courtesy, openness, respect, and sincerity in students as exemplified by Prophet Muhammad S.A.W. According to one informant:

"The independence of students is clearly evident, but the qualities of the Prophet (shiddiq, amanah, tabligh, fathonah) are genuine role models that should be instilled more frequently in the souls and cultivated to shape the direction of the institution and students (interview, April 20, 2023)."

Honesty, communicativeness, and responsibility in interacting with the community (Syakur et al., 2022) are among the integral characters as the foundation for building trust. These qualities are the fundamental basis as an approach to shaping attitudes in the context of self and institutional development in the multicultural dimension. As stated by one informant:"

"The foundation of entrepreneurial spirit is to prioritize independence, a future-oriented perspective, and readiness in various conditions. A friendly attitude, open-mindedness, and respect rooted in sincerity are crucial but must be accompanied by creativity and innovation. Students must be taught the importance of creating innovations and new methods of preaching in various forms (interview, April 20, 2023)."

PPBM, with its focus and enthusiasm, establishes business units to provide a new platform for students to train their creativity and innovation in real-life (practice). Simultaneously, this reconstructs the spirit of students, instilling an entrepreneurial mindset and encouraging sustainable progress to embrace unpredictable global trends. Human effort, prayers, and utilizing all available resources are means used by individuals in every activity."

"The entrepreneurial spirit becomes a crucial factor in instilling multicultural values in pesantren, fostering a mindset that encourages creativity, innovation, and the courage to take risks while maintaining a high level of tolerance (interview, May 2023)."

As time progresses, PPBM, since its founder Kiai Lukmanul Karim and later continued by Kia Muhammad Bisri, has developed various potentials to equip its students with entrepreneurial skills while simultaneously engaging in preaching. Under the leadership of Kia Muhammad Bisri in the subsequent period, the implementation of an education model based on entrepreneurial spirit aims to equip students and provide a profound understanding that Islam encourages its followers to advance and prosper with the necessary skills to engage in society. Students are expected to innovate, especially in social situations that require creative solutions to meet life's needs. One informant stated:"

"The entrepreneurial spirit instilled in students at PPBM includes the value of honesty as an integral part of business. Businesses run by students are based on the principles of honesty and transparency to shape ethical leadership. Honesty forms the foundation for a closer understanding, where individuals strive to genuinely know each other, creating a profound intercultural understanding (interview, May 20, 2023)."

Unethical behavior contradicts genuine leadership (Burns, 1978). The cultural diversity within pesantren is a prideful source of innovation, providing solutions for smooth interactions with the community (Irham, 2018). To achieve 'pesantrenpreneur,' the leadership model of 'kiai' must evolve in terms of process and role. Religious and individualistic leadership styles hinder the development of an open and accessible culture (Juhara et al., n.d.). One informant stated:

"The multicultural pesantren PPBM, led by the Chairman of the Board of Trustees, embraces diversity in students across social strata, age, ethnicity, culture, language, and customs. Entrepreneurial mentors further enrich this diversity, emphasizing qualities of independence and a spirit of change. Commitment is demonstrated by students leaving their families, engaging with peers from diverse backgrounds to counteract radical ideologies (Interview, April 2023). This situation was reinforced by another informant who said:

"PPBM addresses challenges in multicultural Islamic education by integrating Islamic values with cultural diversity through innovative approaches. Entrepreneurship is promoted through mentoring, counseling, and specific multicultural strategies, shaping attitudes, behaviors, and contributing to economic development. According to K.H. Muhammad Bisri, entrepreneurship education instills high ethics, fostering creativity, innovation, and risk-taking. Multicultural values manifest these qualities, driving individuals to pursue goals and dreams despite challenges. One informant noted the need for a shift in the educational model and leadership style for the realization of 'pesantrenpreneur'" (Interview, May 2023).

The entrepreneurial spirit in PPBM pesantren, encompassing shiddiq, amanah, tabligh, and fathonah, connects with multicultural values, fostering attitudes shaped by Islamic principles. Understanding and applying these values is key within the entrepreneurial context.

In PPBM pesantren, the entrepreneurial spirit involves active student participation in managing diverse businesses. Foundational values like honesty, trustworthiness, creativity, and perseverance are emphasized.

Cultivating entrepreneurial habits from an early age is stressed for smoother engagement as young entrepreneurs in the global world after formal education.

The core values of shidiq, amanah, tabligh, and fathonah are integral in developing multicultural Islamic education, creating an environment valuing cultural differences while holistically integrating Islamic values. One informant stated:

PPBM recognizes the importance of instilling an entrepreneurial spirit as preparation for adulthood and actively involves students in managing various businesses collaboratively. This commitment extends beyond theory, empowering students based on talents and interests in areas like agriculture, fisheries, restaurants, and trade (Interview, April 2023). To instill an entrepreneurial spirit effectively, practical application and direct engagement are crucial. Children need to engage in activities related to the entrepreneurial spirit, making it a habit ingrained in their mindset and behavior. If entrepreneurship becomes part of children's habits or culture, they will find it easier to engage as young entrepreneurs after completing formal education (Interview, April 2023).

Initiating responsibility towards customers, balancing worldly and hereafter needs, and helping others when profits are good are integral aspects of entrepreneurship (Khalidun, 2001). Multicultural Islamic education aims to foster a friendly environment that appreciates differences, emphasizing qualities for both this world and the hereafter. Entrepreneurial attributes, including honesty, trustworthiness, creativity, and perseverance, serve as foundational capital for advancing multicultural Islamic education at PPBM. Research findings indicate that entrepreneurial spirit, as a capital for development, extends beyond tangible forms like money or facilities, aligning with the view that an entrepreneur's main capitals include strong desire, spirit, hard work, and courage (Teguh Purwanto, 2012).

Methodology

The study employs a qualitative approach, specifically using the ethnographic case study method as outlined by Creswell (Creswell, J.W., Poth, 2018). Its primary objective is to provide a comprehensive depiction and description of the current state of PPBM based on factual observations. The research aims to uncover the meaning behind all activities at PPBM, emphasizing factual descriptions. To achieve this, the research process focuses on objectively portraying the conditions of students, administrators, ustadz or teachers, caregivers, and the pesantren's surrounding environment. The formulation of research questions consistently utilizes phrases such as 'why,' 'what reasons,' and 'how did it happen' (Moleong, L, 2010).

A critical aspect of the research involves gathering primary data from various sources at PPBM, including the board of caregivers, ustadz, teachers, students, and pesantren administrators. This is achieved through in-depth interviews and participatory observations. Secondary data is also sourced from newspapers, magazines, internet news, and published research results.

Data validation employs the triangulation model, testing the authenticity of data obtained through interviews, observations, and documentation. The researcher utilizes triangulation to enhance understanding and knowledge regarding the findings from PPBM. This involves assessing the credibility of data collected during field observations and interviews by examining information from various sources.

The research utilizes the snowball sampling technique for interviewee sourcing, starting with general interviews and then narrowing down to in-depth interviews with key informants based on the initial results. The data is systematically analyzed using the Millers, Hubberman & Saldana method of 2024, encompassing data condensation, data presentation, and conclusion drawing. The analytical process follows an 8-step approach, including data collection, transcription, organization based on themes, pattern identification, code development, data reduction, interpretation with theory, and report writing with in-depth narration.

Results And Discussion

3.1. Entrepreneurial Spirit

According to Ciputra (2011), the entrepreneurial spirit, which needs to be deeply ingrained, is known as the entrepreneurial spirit. The components of this entrepreneurial spirit can be elaborated as follows: 1) Passion, meaning having a high spirit to pursue dreams, 2) Independent, the ability to realize dreams independently, 3) Opportunity creation, meaning that in realizing dreams, one must also consider customer or market factors. A good product or service may not necessarily be perceived as good by customers or the market, 4) Creative and innovative, the ability to creatively realize dreams from various opportunities as innovative solutions, 5) Calculated risk taker, meaning being ready to take risks with careful consideration, 6) Persistence, meaning not easily giving up when facing obstacles, 7) High ethical standard, having ethical standards in business to ensure sustainable business.

Dun Steinhoff (1993) outlined six essential characteristics to be a successful entrepreneur, including: a) Having a clear vision and business goals, b) Willingness to bear risks in terms of time and money, c) Having thorough planning and the ability to organize it, d) Working hard according to its level of importance, e) Developing relationships with customers, suppliers, employees, and others, f) Taking responsibility for success and failure. Intangible capital as the foundation of entrepreneurial spirit in developing multicultural Islamic education at PPBM,

based on data from interviews, observations, and document reviews, involves creating actors to shape a friendly and inclusive situation through the application of the shiddiq, amanah, tabligh, and fathonah qualities necessary to form a multicultural attitude.

3.1.1. Shidiq (Truthfulness)

In entrepreneurship and multicultural Islamic education, the shidiq attitude is not just an added value but a fundamental strength, creating a solid foundation for business success and international brotherhood in education. Prioritizing the development of shidiq attitude is crucial for personal growth, both as an entrepreneur and as an individual contributing to multicultural Islamic education. This highly valued principle in Islam is not only relevant in religious contexts but also plays a vital role in entrepreneurship (M, Suud et al., 2020). The quality of 'shiddiq' or honesty is significant in life and serves as the cornerstone of successful entrepreneurship (Ahmed et al., 2016). Entrepreneurs demonstrating honesty in interactions with various stakeholders can build trust, a crucial element for long-term relationships and sustainable businesses. In the context of multicultural attitudes, the value of shidiq or honesty acts as a unifying force, fostering trust, understanding, and respect among individuals with diverse backgrounds, contributing to the formation of an inclusive and harmonious community, workplace, and society. One informant emphasized the positive impact of honest practices on customer loyalty and relationship-building in a multicultural context, stating, 'When a business is perceived as honest and transparent, customers are more likely to become repeat customers' (interview, April 20, 2023).

In a multicultural workplace, honesty contributes to a positive environment and increased work morale. Trust in leadership and ethical practices fosters an inclusive and productive team, maximizing potential from diverse backgrounds. Another informant highlighted the importance of honesty for students, stating, 'One of the determining factors for placement and opportunities for practice and accommodation... is the trait of honesty' (interview, May 25, 2023).

Honest communication reduces misunderstandings in multicultural settings by clarifying and fostering openness, crucial for harmony among individuals with diverse backgrounds. In entrepreneurship, honesty, embodied through spiritual activities (Vem et al., 2023), creates transparent and effective communication. Entrepreneurs who prioritize honest communication with stakeholders, maintain equal access to information, prevent misunderstandings, and align business goals, particularly beneficial in multicultural environments.

Honest entrepreneurs prioritize legal and ethical considerations, crucial for business sustainability and avoiding legal problems, especially in multicultural societies valuing diverse ethical values (Hannafey, 2003). Upholding honesty is challenging but essential in small-scale entrepreneurship, contributing to risk identification and proactive management (Amesi & Clever, 2020).

Investors value honesty and transparency, and entrepreneurs openly discussing business operations and potential risks attract ethically minded investors, positively impacting business development in multicultural environments (Papadopoulos, 2021). Honest entrepreneurship, an extension of personal integrity, contributes to sustained success and positive social impact in multicultural societies appreciating diverse value frameworks (Angelica Larios, 2020). (Table 1).

Honesty is a foundational pillar in entrepreneurship, gaining customer trust, building a positive reputation, and contributing to long-term success (Susan, 2021). The shidiq attitude, embodying honesty, helps entrepreneurs confront challenges, learn from failures, and innovate continually (Lee, 2021). In practical training at Pesantren Bahrul Maghfiroh Malang, honesty is a crucial factor in mapping students' progress and designating entrepreneurial roles.

In multicultural Islamic education, the shidiq attitude serves as a bridge connecting diverse backgrounds, fostering tolerance, and appreciation for differences. Honesty, transcending cultural boundaries, becomes a bonding agent among Muslim brethren, promoting good communication ethics (Nasr, 2001). Students instilled with the shidiq attitude communicate honestly, appreciate diverse opinions, and contribute to fair and transparent leadership, aligning with the principles of multicultural Islamic education (Sulaiman et al., 2022).

3.1.2. Amanah (Trustworthiness)

In entrepreneurship, trust is a fundamental trait crucial for successful business relationships, enabling networks for idea exchange, resource access, and creative problem-solving (White et al., 2023). In multicultural contexts, the amanah or responsibility trait enhances trust, understanding, and collaboration among individuals from diverse backgrounds, fostering inclusivity and harmony. Trust, established through responsibility, forms the foundation for strong relationships with stakeholders. At PPBM, student trust is emphasized for a positive reputation in multicultural situations, contributing to customer loyalty and steadfast support. The amanah trait also facilitates meaningful cultural exchanges, creating a conducive environment for learning and fostering respect for diverse perspectives. This responsibility enhances social harmony among students, transcending cultural diversity and creating a cohesive community (interview, April 20, 2023).

Trust is pivotal for entrepreneurs, guiding ethical business practices and credibility among stakeholders. Trusted entrepreneurs transparently manage risks, allowing proactive mitigation in dynamic multicultural situations (interview, April 20, 2023). Trust is crucial for partnerships, attracting reputable collaborators and fostering mutually beneficial growth. In international strategic alliances, trust, along with factors like compatibility and cultural distance,

plays a vital role (Nielsen, 2005). Islamic entrepreneurship studies confirm trust's positive impact on business performance (Raza et al., 2023).

Trusted entrepreneurs embrace social responsibility, gaining trust from socially conscious consumers and positively impacting society. Beyond business success, trust strengthens relationships in multicultural environments, playing a multidimensional role in collaborative relationships (Nielsen, 2004b). Prioritizing trust goes beyond competency, encompassing ethical behavior, transparency, and reliability, contributing to a culture of integrity in the broader business ecosystem. (Table 2).

In advancing multicultural Islamic education, the entrepreneurial world's trustworthy attitude is crucial, highlighted by Suehara Vanity M. Barit (2023). This trait contributes to education's success and sustainability, evident in curriculum, teaching, and stakeholder relationships. Integrity and trust form a strong business foundation for sustainability. Customer trust is vital for business success, achieved through a trustworthy attitude in delivering quality, fulfilling promises, and safeguarding confidentiality (Mahendra & Indriyani, 2018). Trustworthy behavior in collaborations with business partners, meeting obligations, and respecting rights builds mutually beneficial trust vertically and horizontally (Simanjuntak et al., 2020). Horizontally, a trustworthy attitude with employees, providing fair compensation, maintaining ethics, and honest communication, fosters loyalty and optimal performance (Setiawan et al., 2020).

Trustworthiness builds a good reputation, attracting opportunities, expanding networks, and differentiating businesses in competition. Known for integrity, entrepreneurs are chosen by customers and partners for smooth transactions and collaborations. Consistent trustworthiness fosters long-term customer relationships through prompt responses to complaints and satisfactory solutions. Success in relationships with business partners depends on fulfilling commitments and maintaining confidentiality, leading to mutually beneficial growth. Entrepreneurs with a trustworthy attitude create an inclusive work environment, attend to employee welfare, and maintain open communication, increasing job satisfaction and retaining talent.

Ethical adherence predicts trustworthiness, fairness, and consideration for others (Djakfar, 2012, p. 29). Prophet Muhammad's business strategies encompass operational, marketing, human resources, and financial aspects, guided by the Quran's principles, involving jihad fi sabilillah, optimizing resources in the path of Allah (Suyanto, 2009, p. 29)

3.1.3. Tabligh (Conveying the message (missionary))

The Tabligh attitude, rooted in conveying Islamic messages (Rustandi, 2022), plays a vital role in multicultural Islamic education (Khatimah et al., 2023; Muttaqin et al., 2023). Entrepreneurs embracing this attitude share Islamic knowledge and values to strengthen multicultural Islamic education (Lubis et al., 2022; Mariyono & Ghony, 2023; Nuraedah & Mutawakkil, 2020). This fosters religious awareness, cultural appreciation, and inclusive Islamic identity (Randa & Arsyam, 2023).

Concrete examples in teaching, curriculum, and stakeholder relationships serve as pillars for multicultural Islamic education development. The Tabligh attitude allows entrepreneurs to actively convey universal Islamic teachings, relating them to cultural diversity.

In entrepreneurship, the Tabligh attitude significantly shapes strong religious awareness. Educators use it to explain Islam's principles, practices, and moral values in multicultural contexts (Ratten et al., 2017), deepening students' religious understanding.

The Tabligh attitude in entrepreneurship supports value-based Islamic education, integrating principles into subjects like history and ethics. This approach promotes a profound understanding for applying these values in daily life within a multicultural environment. One informant expressed:

"The Tabligh attitude is pivotal in fostering culturally diverse education. It prompts students to respect differences in culture, language, and tradition, emphasizing fundamental similarities. This approach sparks cross-cultural dialogue, fostering inclusivity and harmony in the classroom amid multicultural complexities. Beyond education, the Tabligh attitude significantly influences student character development, instilling ethical values and leadership. Individuals embodying integrity and strong leadership skills are poised for success in building and leading their businesses." (interview, May 25, 2023)

The Tabligh attitude helps improve the communication skills of entrepreneurs. In promoting products or services, communicating with employees, and building relationships with customers, effective speaking and message delivery skills are crucial. The Tabligh attitude, encompassing these communicative aspects, contributes to the development of effective communication skills in a multicultural context.

An individual with the Tabligh attitude tends to consider the social and environmental impact of their business. Sustainability, corporate social responsibility, and positive contributions to society become primary concerns. This ensures that the business not only succeeds financially but also has a positive impact on its surrounding environment.

"Communicative traits, part of the Tabligh attitude, have significant implications in a multicultural context. In an environment where various cultures converge, effective communication becomes key to understanding and

respecting differences. Communicative traits create space for diverse voices to be heard, contributing to a wealth of perspectives that celebrate diversity." (interview, May 25, 2023)

This trait also plays a role in resolving conflicts in multicultural environments. With clear communication abilities, active listening, and finding common ground, individuals with communicative traits can help prevent misunderstandings and create an inclusive environment.

Additionally, communicative traits support the creation of an inclusive environment. When someone is communicative, they actively involve others, ensuring that everyone's voice is heard. This builds a cohesive community where people from various backgrounds feel valued and accepted.

Thus, the Tabligh attitude and its communicative traits not only play a role in shaping individual character and business development but also bring positive impacts in building harmonious relationships in multicultural settings, both in education and the entrepreneurial world. The importance of the Tabligh attitude for an entrepreneur depends on the cultural context, values, and business goals. While these values can provide a strong moral and ethical foundation, an entrepreneur also needs to understand business dynamics and develop the managerial skills required for long-term success. (Table 3).

The entrepreneurial Tabligh attitude allows educators to incorporate multicultural perspectives into the curriculum. In multicultural Islamic education, educators can showcase the contributions and achievements of Islamic figures from various cultures, explain different worship practices in various countries, and discuss social issues related to cultural diversity (Arwiya et al., 2016). The Tabligh attitude can also help reinforce students' understanding of cultural diversity in the curriculum. By combining lessons on cultural diversity with Islamic principles, educators can help students understand the importance of respecting, appreciating, and building good relationships with people from different cultural backgrounds.

3.1.4. Fathonah (Intelligence or comprehension)

Fathonah," an Islamic concept meaning "intelligence" or "wisdom," holds significant importance in entrepreneurial life. This attribute, exemplified by Prophet Muhammad SAW, goes beyond profit-seeking strategies. Intelligence, as demonstrated by the Prophet, encompasses trustworthiness, honesty, and effective communication, balancing various Islamic values. In a broader context, fathonah involves seeking new opportunities and insights while adhering to contemporary principles. An intelligent individual, mirroring Prophet Muhammad's traits, is trustworthy, honest, and adept at conveying messages effectively in all activities (Ratten et al., 2017; Veithzal Rivai & Veithzal Rivai, 2012). One informant stated:

"Fathonah, as an entrepreneurial trait, encompasses not only having a broad perspective and adaptability but also involves other crucial aspects. Entrepreneurs with fathonah must continuously learn and adapt to changes in market conditions, technological advancements, and consumer preferences. They must be open to new information, willing to learn, and quickly adjust their strategies to adapt." (interview, May 25, 2023)

Entrepreneurial intelligence, encompassing innovation and creativity, is crucial for remaining competitive. Fathonah, in a multicultural context, involves understanding and appreciating cultural diversity, demonstrating adaptability, and fostering effective cross-cultural communication. It also includes a global perspective and aligns with cultural intelligence. According to Makhdoom et al. (2019), "entrepreneurial personality traits have a direct positive impact on innovation."

Intelligent leaders in a multicultural environment prioritize inclusivity, promoting an atmosphere that fosters innovation and creativity. One informant said:

"The Fathonah trait contributes to effective conflict resolution in a multicultural environment. Intelligent individuals can address conflicts arising from cultural differences by approaching issues with empathy, understanding, and a willingness to find mutually beneficial solutions." (Interview, April 20, 2023)

Fathonah in entrepreneurship and multicultural settings promotes diversity, cultural empathy, and strategic behaviors such as effective decision-making, adaptability, and creativity. According to Ramachandaran et al. (2017), attributes of spiritual intelligence enhance students' confidence for future leadership roles.

The Bahrul Maghfiroh Islamic Boarding School in Malang integrates real experiences, habituation, and discipline cultivation to shape entrepreneurial character. Guided by experienced mentors, the continuous methods, including the internalization of fathonah values, serve as a balance among Islamic values. Fathonah, interpreted as intelligence and sharpness of mind, motivates students to seek new opportunities while upholding contemporary principles (Table 4).

4. The Intersection of Entrepreneurial Spirit Approach with Multicultural Values

The entrepreneurial approach in multicultural Islamic education plays a crucial role in addressing the challenges of the modern era and preparing the younger generation to contribute positively to an increasingly complex

society. Social adjustments drive Shariah economy managers to play a role in instilling multicultural awareness to achieve an inclusive understanding of Shariah economics (Fathurrahman, 2023).

The intersection point between the entrepreneurial spirit and multiculturalism creates a rich and enriching dynamic in the world of business and innovation. Intelligence and communication serve as powerful tools in mediating and building a brand by leveraging social media (Osei-Frimpong et al., 2020). Shiddiq, amanah, tabligh, fathonahAs mutually influencing dimensions, both contribute significantly to the development and sustainability of the complex global business environment. The following provides a broad and in-depth description of the intersection point between the entrepreneurial spirit and multiculturalism:

1) Empowerment of Economy and Self-Reliance

The entrepreneurial approach in multicultural Islamic education promotes economic empowerment and a spirit of self-reliance. Through a curriculum that supports entrepreneurship, students can develop business skills and creativity to create their own job opportunities (Saleh et al., 2023). This is particularly relevant in the context of multicultural societies, where the development of small businesses can enrich the local economy. Entrepreneurship learning occurs due to specific motivational factors driven by personal, social, and environmental influences. Entrepreneurship education helps in the development of personal, social, managerial, and entrepreneurial competencies. These competencies are crucial for the performance of a business (Lenka & Agarwal, 2017).

2) Innovation in Learning

The entrepreneurial approach encourages innovation in teaching methods. Teachers can adopt more dynamic and interactive teaching strategies, enabling students to develop critical thinking, creativity, and problem-solving skills. Multicultural Islamic education needs to adapt in ways that accommodate diversity and understand the global context. Vingki (Vingki et al., 2023) implements innovative teaching methods that actively involve students in their learning journey. From project-based learning to collaborative group projects, students are encouraged to think critically, solve problems, and express themselves creatively. This approach not only enhances their academic performance but also nurtures entrepreneurial skills such as innovation (Makhdoom et al., 2019), leadership (Raza et al., 2023), teamwork, and adaptability (Peracchio et al., 2014).

3) Character and Business Ethics Development

Entrepreneurship education not only imparts business skills but also fosters character and business ethics. Students are taught to communicate effectively, collaborate in teams, and take responsibility for their actions. This molds future leaders who are not only successful in business but also possess moral and social integrity (Makhdoom et al., 2019). According to the Curriculum Development Center Team of the Indonesian Ministry of Education and Culture, character values to be internalized in learners are categorized into five groups: firstly, values related to God: spiritual and religious. Secondly, values related to oneself: honesty, responsibility, a healthy lifestyle, discipline, hard work, confidence, independence, curiosity, love of reading, entrepreneurial spirit, love of knowledge, and logical, critical, creative, and innovative thinking. Thirdly, values related to others: awareness of rights and obligations, obedience to social rules, appreciation of others' work and achievements, politeness, democratic values, tolerance, and hospitality. Fourthly, values related to the environment: preventing damage, repairing damage, assisting those affected by disasters. Fifthly, values related to national values: nationalism, love of the homeland, love of peace, appreciation of diversity (Tim Pusat Kurikulum Pengembangan Pendidikan Kewirausahaan, 2010, hlm. 16–19). The school takes pride in its multicultural environment, where students from various ethnicities, backgrounds, and nationalities live harmoniously side by side. The entrepreneurial spirit is embedded in the school's vision to foster understanding, respect, and appreciation for diversity. Through inclusive policies, cultural exchange programs, and international collaborations, the school ensures that students develop a global mindset, ready to contribute positively to multicultural society (Sukma et al., 2023).

4) Cultivating Creative Spirit and Encouraging Innovation

The entrepreneurial approach stimulates a creative spirit and a culture of innovation. In a rapidly changing world, students need to be capable of thinking creatively, generating new solutions, and adapting to change. Multicultural Islamic education should create an environment that supports the development of these skills (Nielsen, 2004a). The curriculum is designed not only to focus on religious teachings but also to encompass various skills, emphasizing the importance of subjects such as science, technology, and the arts (Fitriastuti et al., 2023). By implementing a holistic approach, schools nurture students not only based on their Islamic beliefs but also with the skills to excel in the modern world (Badawi, 2021; Yulianingsih, 2021).

5) Promoting Cross-Cultural Collaboration

Entrepreneurship often involves cross-cultural collaboration. This approach encourages students to understand and appreciate cultural differences, languages, and values. Thus, multicultural Islamic education can serve as a platform for fostering understanding and tolerance among students from diverse backgrounds. Positioning students,

parents, staff, the community, and partners as collaborators (partners) signifies equality, enabling Islamic boarding schools to identify market needs and desires while maintaining positive relationships (Atmaja & Purnamawati, 2020) .

6) Meeting Global Challenges

The entrepreneurial approach creates students ready to face global challenges. They are trained to identify opportunities amidst challenges, develop the courage to take risks, and become leaders capable of contributing on a larger scale, including addressing global issues. Another challenge is altering societal perceptions of Islamic boarding schools and proving that they can be inclusive and innovative educational institutions (Zulkarnain & Zubaedi, 2021). One way to achieve this is by adopting an innovative curriculum relevant to the current developments. Kymlicka(2020) suggests that a curriculum incorporating multicultural learning can help overcome stereotypes and prejudices towards Islamic boarding schools (Abbasi et al., 2022). Additionally, multicultural education in Islamic boarding schools can be enriched by teaching social entrepreneurship to students (Braun, 2009) . By fostering an entrepreneurial spirit among students, Islamic boarding schools can create an environment that encourages innovation and the development of new ideas beneficial to society.

7) Innovation Through Diversity

Entrepreneurship often drives innovation, and cultural diversity within a multicultural framework provides various perspectives, experiences, and creative ideas. This intersection creates opportunities for entrepreneurs to integrate diverse insights into the innovation process, yielding more holistic and relevant solutions (Ayati & Zain, 2013; Irfan et al., 2023; Samsul & Anisah, 2019).

8) Building a Broader Market

Multicultural spirit opens doors to a broader and more diverse market. Entrepreneurs who understand and appreciate cultural diversity can more effectively reach and serve a global audience. This is not just about understanding language but also the values, preferences, and needs that may differ in each market (Gudykunst & Ge, 1988; Peracchio et al., 2014; Thomas, 1994).

9) Establishing Partnerships and Networks

Entrepreneurship and multicultural spirit mutually reinforce each other in forming strong partnerships and networks. The ability to collaborate with individuals from diverse backgrounds can open doors to mutually beneficial strategic partnerships. A diverse network also expands access to resources, opportunities, and global markets(Kincheloe & Steinberg, 1997; Wetherly, P., Max., F., Robinson, S., Valli, 2012).

10) Creating Social Entrepreneurship and Responsibility

The intersection between the spirit of entrepreneurship and multiculturalism is often evident in efforts towards social entrepreneurship and corporate social responsibility. These initiatives tend to be more successful when understanding and responding to community needs, taking into account cultural and contextual aspects. According to Ahmed (2016), business ethics consist of business principles, while, as outlined in (Great Schools Partnership, 2014; Supriani et al., 2022), multicultural ethics comprise socially friendly attitudes.

11) Conflict Management and Communication

Multicultural spirit poses challenges such as language differences, cultural norms, and perceptions. Entrepreneurs who can manage conflicts and communicate effectively in a multicultural environment demonstrate an entrepreneurial spirit in overcoming barriers and creating harmony through friendly communication styles. Trust built through effective communication significantly eliminates and dispels misinformation. Moreover, persuasion knowledge about misinformation should be neutralized with friendly communication to mediate the effects of self-efficacy on misinformation diagnosis and brand trust (Chen & Cheng, 2020).

12) Inclusive Leadership

Successful entrepreneurs who integrate the spirit of entrepreneurship with multiculturalism often become inclusive leaders. They motivate teams by understanding and appreciating the contributions of each team member, creating a work environment that celebrates diversity. Ethics is a branch of philosophy that deals with correct behavior. It is a higher science or knowledge that determines the outcome of a particular action and whether that action is 'right or wrong'. It is a subject of moral and good behavior. Gardener and Burns have emphasized the centrality and importance of the moral dimension of leadership. McKenna (2007)states that leaders must ultimately be evaluated based on a value framework, not just on their effectiveness. Burns (1978) takes a more extreme view of the moral dimension of leadership, stating that leaders who do not behave ethically do not exhibit true leadership.

The entrepreneurial approach in multicultural Islamic education brings significant positive impacts. By integrating entrepreneurial values with the principles of inclusive and multicultural Islamic education, we can shape a generation that not only possesses the skills to thrive in the business world but also emerges as caring, innovative, and ethical leaders. Multicultural Islamic education celebrates diversity and encourages the coexistence of different cultural, religious, and practice backgrounds (Aisida, 2021).

This establishes a robust foundation for education in its contribution to building a more just and harmonious society. It is pivotal in developing educational strategies rich in multicultural Islamic values concerning service quality, customer satisfaction, and behavioral intentions, as highlighted by Ham and Hayduk (Hayduk, 2003), and Buchari Alma (Alma & Hurriyati, 2008) .

Conclusion

The research findings indicate that the entrepreneurial spirit plays a crucial role in developing multicultural Islamic education in pesantren. Therefore, intangible assets consisting of shiddiq, amanah, tabligh, and fathonah become the primary capital for individuals or institutions to stand firm. The autonomy of economically independent institutions is highly beneficial for both individuals and educational institutions, such as providing scholarships for students derived from the profits of business units. The development of pesantren also becomes more achievable.

The entrepreneurial spirit in the development of multicultural Islamic education broadens perspectives, emphasizing that entrepreneurship is an Islamic spirit that consistently encourages its followers to work hard to improve their destiny. Islam opens the door for all Muslims to choose a job they like according to their skills. Putting trust in Allah (tawakkal) means not neglecting deeds, including one's work.

Understanding Islam goes beyond ritual worship and has proven to be fruitful for some Muslims who seem to overlook many fundamental sources of Islam. Working hard is not only for worldly goals but also for the Hereafter, as stated in the Quran, 'Indeed, Allah will not change the condition of a people until they change what is in themselves.' The entrepreneurial spirit helps create a conducive learning environment, fostering creativity and innovation, which, in turn, the values of multicultural Islam help establish an inclusive environment. These multicultural Islamic values are essentially entrepreneurial spirit, and the entrepreneurial spirit itself is a manifestation of multicultural Islamic values.

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The journal's aesthetic presentation, coupled with inspiring content, reflects both of your high standards and enthusiasm for your roles. Your commitment to advancing knowledge, driving innovation, and disseminating valuable information is evident on every page. Please accept our deepest appreciation for providing a platform that not only showcases our research but also inspires readers with its holistic approach to education and multiculturalism. Your efforts in fostering the entrepreneurial spirit and empowering the future generation of thinkers and doers are truly commendable.

In a world that prioritizes the pursuit of knowledge, your role as a custodian of quality publications is critical. Thank you for being a champion in the academic world and contributing to the intellectual growth of our community. We are proud to be part of the Indonesian Education Journal team and look forward to more opportunities to collaborate and share insights in the future.

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