

**MODEL EKOSISTEM INKUBASI *DIGITAL ENTREPRENEUR* DALAM
MENINGKATKAN KINERJA BISNIS USAHA MIKRO KECIL (UMK)
DI LINGKUNGAN PESANTREN
(Suatu Kasus Inkubator Wirausaha Balai Latihan Kerja Komunitas (BLKK)
Berbasis Pesantren di Jawa Barat Periode Tahun 2020 - 2024)**



DISERTASI

Diajukan untuk memenuhi syarat untuk memperoleh gelar Doktor pada
Program Studi Manajemen Konsentrasi Kewirausahaan

Oleh :
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**PROGRAM STUDI MANAJEMEN
FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
2025**

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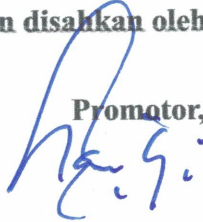
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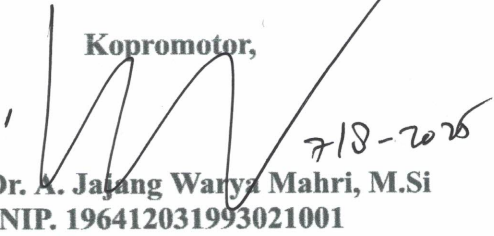
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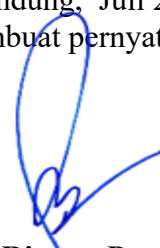
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Bandung, Juli 2025
Yang membuat pernyataan,



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KATA PENGANTAR

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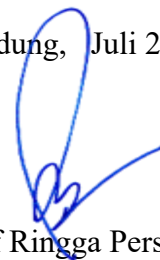
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Bandung, Juli 2025



Alif Ringga Persada

ABSTRAK

Alif Ringga Persada, NIM 2208277, MODEL EKOSISTEM INKUBASI *DIGITAL ENTREPRENEUR* DALAM MENINGKATKAN KINERJA BISNIS USAHA MIKRO KECIL (UMK) DI LINGKUNGAN PESANTREN Suatu Kasus Inkubator Wirausaha Balai Latihan Kerja Komunitas (BLKK) Berbasis Pesantren di Jawa Barat Periode Tahun 2020 - 2024 di bawah bimbingan promotor: **Prof. Dr. H. Hari Mulyadi, M.Si.**, Kopromotor: **Prof. Dr. A. Jajang Warya Mahri, M.Si.**, Anggota: **Dr. Chairul Furqon, S.Sos. MM.**

Masih rendahnya kinerja bisnis Usaha Mikro Kecil (UMK) di lingkungan Pesantren, menunjukkan perlunya pengembangan model ekosistem yang komprehensif dengan adanya inkubasi digital entrepreneur yang terintegrasi dengan karakter kewirausahaan, pendampingan digital, serta sistem inkubasi bisnis yang efektif, pada Balai Latihan Kerja Komunitas (BLKK) Yayasan yang memiliki Tenant para pelaku UMK di lingkungan Pesantren. Penelitian ini bertujuan untuk membangun model ekosistem inkubasi *digital entrepreneur* di lingkungan pesantren guna meningkatkan kinerja bisnis Usaha Mikro Kecil (UMK) di Jawa Barat pada periode 2020–2024. Fokus penelitian ini adalah pada Inkubator Wirausaha Balai Latihan Kerja Komunitas (BLKK) yang berafiliasi dengan pesantren. Penelitian ini menggunakan analisis deskriptif dan kausalitas pendekatan kuantitatif dengan metode survei dan analisis *Structural Equation Modeling* (SEM) untuk mengevaluasi pengaruh karakter kewirausahaan, *digital entrepreneur*, dan inkubasi bisnis terhadap kinerja UMK. Hasil analisis menunjukkan bahwa karakter kewirausahaan berpengaruh signifikan terhadap *digital entrepreneur*, inkubasi bisnis, dan kinerja bisnis UMK. *Digital entrepreneur* juga memiliki pengaruh signifikan terhadap inkubasi bisnis dan kinerja bisnis UMK, serta inkubasi bisnis memiliki dampak signifikan terhadap kinerja UMK. Temuan ini membuktikan bahwa pengembangan ekosistem inkubasi *digital entrepreneur* di lingkungan pesantren yang mencakup pelatihan, pendampingan, teknologi, dan kolaborasi lintas sektor dapat meningkatkan daya saing dan kinerja UMK di lingkungan pesantren. Model ini memberikan kontribusi teoretis pada pengembangan kewirausahaan berbasis komunitas serta implikasi praktis bagi kebijakan pemberdayaan ekonomi pesantren. Implikasi praktis pada model ini sebagai dasar tindakan konkret oleh pemerintah, pesantren, dan lembaga terkait untuk merancang kebijakan, membangun program, menyediakan pelatihan, dan mengembangkan infrastruktur yang memperkuat peran pesantren dalam pemberdayaan ekonomi berbasis UMK digital.

Kata kunci: *UMK, karakter kewirausahaan, digital entrepreneur, inkubasi bisnis, kinerja bisnis*

ABSTRACT

Alif Ringga Persada, Student ID 2208277, *DIGITAL ENTREPRENEUR INCUBATION ECOSISTEM MODEL IN IMPROVING THE BUSINESS PERFORMANCE OF SMALL MICRO ENTERPRISES (MSEs) IN THE PESANTREN ENVIRONMENT A Case of Entrepreneurial Incubator of the Pesantren-based Community Job Training Center (BLKK) in West Java Period 2020 - 2024*; supervised by: **Prof. Dr. H. Hari Mulyadi, M.Si., Prof. Dr. A. Jajang Warya Mahri, M.Si., and Dr. Chairul Furqon, S.Sos., MM.**

The persistently low business performance of Micro and Small Enterprises (MSEs) of Islamic Boarding School, indicates the urgent need to develop a comprehensive ecosystem model that incorporates digital entrepreneur incubation integrated with entrepreneurial character, digital mentoring, and an effective business incubation system. This model is particularly relevant within the Community Vocational Training Centers (BLKK) managed by foundations that host MSE tenants in pesantren (Islamic boarding school) environments. This study aims to develop a digital entrepreneur incubation ecosystem model in pesantren settings to improve the business performance of MSEs in West Java during the 2020–2024 period. The research focuses on entrepreneurial incubators within BLKKs affiliated with pesantren. A quantitative approach was employed using descriptive and causal analysis, survey methods, and Structural Equation Modeling (SEM) to evaluate the influence of entrepreneurial character, digital entrepreneur, and business incubation on MSE performance. The results indicate that entrepreneurial character significantly affects digital entrepreneur, business incubation, and MSE performance. digital entrepreneur also has a significant impact on both business incubation and MSE performance, while business incubation itself exerts a direct and significant effect on MSE outcomes. These findings confirm that the development of a digital entrepreneur incubation ecosystem in pesantren settings—encompassing training, mentoring, technology integration, and cross-sector collaboration—can enhance the competitiveness and performance of MSEs. The model contributes theoretically to the advancement of community-based entrepreneurship and offers practical implications for policymaking in pesantren-driven economic empowerment. Its practical value lies in serving as a foundation for concrete actions by the government, pesantren, and related institutions to design policies, build programs, provide training, and develop infrastructure that strengthens the role of pesantren in fostering a digitally empowered MSEs economy.

Keywords: *MSEs, entrepreneurial character, digital entrepreneur, business incubation, pesantren-based business performance.*

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