

TRANSFORMATION OF PESANTREN ECONOMIC MANAGEMENT TOWARD SELF-RELIANCE BASED ON LOCAL WISDOM

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Abstract :

Islamic boarding schools (pesantren) play a strategic role not only as centers for education and da'wah but also as key drivers of community economic development. However, many pesantren still rely heavily on donations and external subsidies, which hinders the achievement of true financial independence. This study aims to analyze the transformation of pesantren economic management toward self-reliance based on local wisdom, with a case study on the Badan Usaha Milik Pesantren (BUMPES) Nurul Jadid. This research employs a qualitative approach with data collection techniques including observation, interviews, and document analysis. The findings reveal that BUMPES Nurul Jadid implements a strategy of business diversification based on local potential, strengthening sharia-based governance, and utilizing technology in production and marketing. These measures enable the pesantren to generate stable and sustainable income sources. Local wisdom plays a crucial role in ensuring the sustainability of the pesantren economy by upholding the values of honesty, mutual cooperation (gotong royong), and prudent use of local resources. This transformation not only fosters the economic independence of the pesantren but also contributes to the welfare of the surrounding community. Therefore, an economic model based on local wisdom offers an effective solution for building independent and competitive pesantren without compromising Islamic values.

Keywords : *Economic management, pesantren, self-reliance, local wisdom*

Abstrak :

Pesantren memiliki peran strategis tidak hanya sebagai pusat pendidikan dan dakwah, tetapi juga sebagai motor penggerak ekonomi masyarakat. Namun, banyak pesantren masih bergantung pada donasi dan subsidi eksternal, sehingga kemandirian finansial belum sepenuhnya tercapai. Penelitian ini bertujuan untuk menganalisis transformasi manajemen ekonomi pesantren menuju kemandirian berbasis kearifan lokal, dengan studi kasus pada Badan Usaha Milik Pesantren (BUMPES) Nurul Jadid. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan teknik pengumpulan data melalui observasi, wawancara, dan studi dokumentasi. Hasil penelitian menunjukkan bahwa BUMPES Nurul Jadid menerapkan strategi diversifikasi usaha berbasis potensi lokal, penguatan tata kelola berbasis syariah, serta pemanfaatan teknologi dalam produksi dan pemasaran. Langkah-langkah ini memungkinkan pesantren memperoleh sumber pendapatan yang stabil dan berkelanjutan. Kearifan lokal berperan penting dalam menjaga keberlanjutan ekonomi pesantren dengan mengedepankan prinsip kejujuran, gotong

royong, dan pemanfaatan sumber daya secara bijaksana. Transformasi ini tidak hanya menciptakan kemandirian ekonomi pesantren, tetapi juga berkontribusi pada kesejahteraan masyarakat sekitar. Dengan demikian, model ekonomi berbasis kearifan lokal dapat menjadi solusi efektif dalam membangun pesantren yang mandiri dan berdaya saing tanpa meninggalkan nilai-nilai Islam.

Kata Kunci: *Manajemen ekonomi, pesantren, kemandirian, kearifan lokal*

INTRODUCTION

Islamic boarding schools (pesantren) in Indonesia play a strategic role not only in shaping students' religious knowledge and character but also in contributing to the socio-economic development of surrounding communities (Zubaidi et al., 2024). In addition to their function as centers of education and Islamic propagation (dakwah), pesantren hold significant potential as drivers of local economic empowerment. However, many pesantren remain heavily dependent on donations and external subsidies, limiting their ability to achieve optimal financial independence (Riinawati et al., 2024). This underscores the need for a transformative approach to pesantren economic management, one that is adaptive and rooted in local wisdom.

Economic transformation in pesantren can be achieved by developing diverse business sectors tailored to local potential and community needs (Amin, 2024). Local wisdom—reflected in the cultural, traditional, and environmental resources surrounding pesantren—can serve as a foundation for sustainable economic initiatives (Kejora et al., 2025). For example, pesantren located in agricultural areas can develop organic farming, while those near coastal regions might focus on fisheries or marine-based industries.

Implementing economic management strategies based on local wisdom not only strengthens the pesantren's internal economy but also positions it as an agent of ummah empowerment (Halid, 2024). By optimizing local resources, pesantren can generate sustainable income and improve community welfare. This approach aligns with Islamic principles that encourage self-reliance and productivity in all aspects of life.

Consequently, research into the transformation of pesantren economic management toward local wisdom-based self-reliance is both timely and critical (Bashori et al., 2024). With the right approach, pesantren can evolve into institutions that excel not only in education but also in contributing to community-based Islamic economic development.

The transformation of pesantren economic management is especially crucial in facing the challenges of modernization and globalization. BUMPES (Pesantren-Owned Business Entity) Nurul Jadid exemplifies a successful model of economic transformation. This transformation includes organizational restructuring to improve efficiency and effectiveness, as well as capacity building for both students and pesantren administrators to ensure sufficient managerial competencies (Manumanoso Prasetyo & Rahmatullah, 2024). By adopting a sharia-based business governance model, pesantren are able to ensure both economic sustainability and adherence to Islamic ethical values in business practices.

One of the key strategies in this transformation is utilizing local wisdom as the foundation for business development. BUMPES Nurul Jadid has implemented a diversification strategy aligned with its environmental potential, focusing on sectors

such as agriculture, livestock, fisheries, and creative industries. By leveraging natural resources and local labor, the pesantren creates businesses that generate not only economic profits but also broad social impacts. This ability to optimize local potential has been a decisive factor in the successful transformation of pesantren economics (Mutmainnah et al., 2024).

In addition to business diversification, strategic partnerships play a vital role in enhancing the pesantren's economic competitiveness. BUMPES Nurul Jadid collaborates with government agencies, academic institutions, and business actors to access technology, training, and business capital. These partnerships have helped to professionalize its operations and expand its market reach. Such synergy results in a sustainable business model with long-term viability, positioning the pesantren as a competitive economic actor beyond its local environment (Kusmawan et al., 2020).

Local wisdom also serves as the foundational values guiding pesantren economic practices. Values such as honesty, mutual cooperation (*gotong royong*), and environmental sustainability are deeply embedded in BUMPES Nurul Jadid's business model. This ensures that economic activities remain aligned with both Islamic ethics and the social context of the community (Afif, 2024).^bThe economic transformation has also positively impacted the broader community. Professionally managed business units have created employment opportunities for both students and locals. Furthermore, students gain entrepreneurial skills alongside their religious education, equipping them for life beyond the pesantren (Ulfa & Firdausa, 2021). This transformation underscores the potential of pesantren to serve as centers of economic empowerment.

Beyond the economic benefits, this transformation has significant social implications. By developing community-based enterprises, pesantren act as agents of social change that foster solidarity and improve community welfare. Through local wisdom-based approaches, pesantren reinforce their dual identity as educational and economic institutions.

The success of BUMPES Nurul Jadid provides a valuable model for other pesantren in Indonesia. By adopting appropriate strategies, pesantren can attain financial independence without compromising their Islamic identity. This study aims to provide insights for pesantren leaders to design more effective, locally grounded economic strategies that reinforce their role as agents of Islamic and socio-economic development (Saifuddin & Akil, 2024).

Previous studies support this framework. Abdurrahman et al. (2020), in their study *Economic Self-Reliance Strategies in Pesantren through Sharia-Based Business Management*, showed that professional and sharia-compliant management practices enable pesantren to generate sustainable income. Likewise, Syaifullah and Hidayat (2019) found that local wisdom significantly contributes to the sustainability of pesantren economies. Rahman and Fadhilah (2021) emphasized the importance of digitalization and strategic partnerships in modernizing pesantren economic systems.

As long-established centers of Islamic education, pesantren have increasingly embraced economic roles amidst globalization and modern challenges. The transformation efforts of BUMPES Nurul Jadid highlight how local resources,

community involvement, and Islamic principles can be combined to create robust, sustainable economic ecosystems (Yakin & Fauziyah, 2023).

Ultimately, the transformation of pesantren through entities like BUMPES demonstrates that financial independence is achievable when rooted in professionalism, local wisdom, and Islamic values. This approach enables pesantren to retain their educational mission while expanding their economic impact across society.

RESEARCH METHOD

This research employs a qualitative approach with a case study design, focusing on BUMPES (Badan Usaha Milik Pesantren) Nurul Jadid as a model of economic management transformation in Islamic boarding schools based on local wisdom. This approach is chosen to provide an in-depth understanding of the dynamics of pesantren economic governance that is not only modern but also rooted in the local and religious values embedded within the pesantren environment. Data is collected through in-depth interviews with pesantren leaders, BUMPES managers, students (santri), and business partners, as well as through participatory observation in business activities and entrepreneurship education. Additionally, the researcher conducts document analysis, including financial reports, pesantren archives, and the results of focus group discussions (FGDs) with alumni and the surrounding community.

The data is analyzed interactively using the Miles and Huberman model, which includes data reduction, data display, and conclusion drawing and verification. This study aims to produce a comprehensive understanding of how pesantren build economic independence through managerial transformation that integrates local values such as cultural wisdom, spirituality, and pesantren ethics. Indicators of research success include the documentation of economic transformation strategies, the identification of local wisdom values in business practices, and the increased institutional capacity and economic independence of the pesantren.

FINDINGS AND DISCUSSION

Transformation of Economic Management in Pesantren: Integration of Local Values and Sharia Principles

The transformation of economic management at BUMPES Nurul Jadid is inseparable from efforts to integrate local wisdom values and Islamic Sharia principles. These two elements serve as the foundation in developing a business model that is not only modern but also deeply rooted in the religious identity of the pesantren. This transformation involves fundamental changes in decision-making processes, organizational structure, and the relationship patterns between the management and the surrounding community.

Organizational restructuring has been carried out to improve efficiency and accountability (Triastuti et al., 2023). BUMPES has adopted a target-based management system with routine evaluations, which were previously rarely applied in the economic management of pesantren. Each business unit has a clear structure and is professionally accountable, while still prioritizing the values of togetherness and deliberation in every policy.

Capacity building for human resources has also become a major focus. Santri (students) and alumni are specially trained in management, marketing, finance, and digital technology. This training is carried out both internally and through collaborations with higher education institutions and professional training organizations, creating skilled and highly competitive human resources.

Digitalization has become a key element in this transformation. Financial administration and product marketing have leveraged digital systems such as point-of-sale applications, e-commerce platforms, and social media. These innovations facilitate monitoring, increase efficiency, and extend market reach beyond local areas. Additionally, digitalization strengthens transparency and public trust in the pesantren's economic management.

What is interesting is that throughout all these innovations, Sharia principles remain the primary reference. Every transaction is made free from elements of *riba* (interest), *gharar* (uncertainty), and *maisir* (gambling). Principles of justice, honesty, and public benefit guide the drafting of contracts, profit-sharing, and business cooperation systems. This positions BUMPES as a role model for Sharia-compliant economic management based in pesantren.

This transformation also strengthens the Islamic identity of the pesantren in a broader context. The pesantren is no longer just a center of religious education, but also an economic actor that demonstrates how Islamic values can synergize with modern economic challenges (Asrohah, 2011). This challenges the notion that pesantren economies are outdated and unadaptable to the changing times.

Through this integrative approach, the pesantren not only survives but is able to thrive independently. The economic independence built strengthens the pesantren's position in society and makes a tangible contribution to economic development based on spirituality and local culture.

Business Diversification Based on Local Potential

BUMPES Nurul Jadid has developed a business diversification strategy based on the local potential surrounding the pesantren. This strategy begins with mapping local resources, which includes natural resources, labor potential, and market needs. The results of this mapping serve as the foundation for opening new business units that are relevant and sustainable.

Some of the developed business units include cattle farming, Garman, E-Bekal, NJ Mart, Mandiri Logistik, Toko Bangunan, and Mandiri Play. These business units not only generate economic profits but also function as training media for the santri (students) to learn directly about entrepreneurship (Afifuddin, 2022).

In the development of these business units, the core values of IKHLAS are applied, which encompass *Ibadah* (worship), *Kompeten* (competent), *Harmonis* (harmonious), *Loyal* (loyal), *Adaptif* (adaptive), and *Sinergis* (synergistic). These values serve as the foundation for every business activity, ensuring that all processes are carried out with the intention of worship, executed professionally, establishing harmonious relationships, demonstrating loyalty, adapting to changes, and fostering synergy between parties. Thus, the business units are not only profit-oriented but also focused on character building and integrity, shaping the santri into competitive and morally upright future entrepreneurs.

The optimal and responsible use of local resources is a priority. In the agricultural sector, for example, BUMPES employs environmentally friendly farming methods such as intercropping and organic fertilization. This demonstrates that the businesses being developed do not solely pursue profit but also consider ecosystem sustainability and environmental preservation.

Business diversification also expands the market share and reduces the risk of losses due to market fluctuations. When one unit experiences a decline in profits, other units can still support BUMPES's overall finances. This strategy has proven effective in maintaining the long-term economic stability of the pesantren.

Additionally, products from these business units are marketed through various channels, both conventional and digital. Agricultural products are sold in local markets, while processed and creative products are marketed online. In this way, the pesantren is not only focused on internal markets but is also expanding into regional and national markets.

Involving santri and the local community in the production process is a hallmark of this diversification model. Santri are engaged in every stage, from planning and production to distribution. This provides them with practical experience and strengthens the values-based entrepreneurial education.

The local potential-based diversification strategy proves that pesantren has great opportunities in community economic development. With an adaptive approach rooted in local values, BUMPES Nurul Jadid demonstrates that pesantren can become an alternative economic force based on values and culture.

The Role of Local Wisdom in Business Sustainability

Local wisdom values play a significant role in supporting the sustainability of BUMPES Nurul Jadid's business operations. These values are deeply rooted in the daily life of the pesantren community and serve as guiding principles in making economic decisions. Some of the core values adopted include honesty, mutual cooperation (gotong royong), and social responsibility. Honesty is a fundamental principle in financial management and business relations. In practice, each business unit manager is taught to report finances transparently and routinely. This culture strengthens trust both within the pesantren's internal stakeholders and with external partners, including investors and customers.

Mutual cooperation is a spirit embedded in every production activity. In agricultural activities, students, alumni, and surrounding residents often work together during harvest or post-harvest processing. These collaborative efforts not only speed up the work but also foster a sense of togetherness and economic solidarity.

Local wisdom is also reflected in the application of environmentally friendly business practices. The concept of "moderation" or simplicity serves as a foundation in the use of resources, including water, land, and energy. This demonstrates that the pesantren's business is not only financially profitable but also attentive to ecological sustainability. In making strategic decisions, BUMPES also applies the principle of deliberation (musyawarah), which is part of local tradition and Islamic teachings. Every new policy is first consulted with the board of kyai and community leaders. This process ensures that the business remains aligned with ethical standards and does not conflict with local or religious values.

Local wisdom also plays a role in maintaining social integrity. The businesses run by BUMPES aim not only to generate economic profit but also to empower and strengthen the community. A portion of the business profits is used to support the pesantren's educational, social, and religious activities.

The application of these local values makes the pesantren business more resilient to external challenges such as economic crises or market competition. With a strong foundation of values, the business maintains a clear commitment and direction. This becomes a key differentiator between the pesantren business model and conventional businesses, which often prioritize profit above all else.

Social Impact and Student Empowerment

The economic management transformation carried out by BUMPES Nurul Jadid not only focuses on enhancing the pesantren's economic self-reliance but also brings significant social impact, particularly in empowering students (santri) and the surrounding community. One of the main goals of developing business within the pesantren is to create employment opportunities for santri and local residents, ultimately improving their standard of living.

BUMPES provides opportunities for santri to be directly involved in various business activities, ranging from agriculture, livestock, and fisheries to entrepreneurship in the creative industry sector. Through this involvement, santri gain valuable hands-on experience in the business world. They are trained to manage businesses, handle finances, and market the products they produce. This serves as a highly relevant and practical form of entrepreneurial education.

In addition to technical skills, santri also receive training in essential soft skills such as leadership, time management, and communication. These skills are not only useful in the business world but also help them develop strong personal character as responsible and independent individuals. With these competencies, santri are not only prepared for jobs within the pesantren but are also equipped to start their own businesses in the future.

Furthermore, the economic empowerment initiated by BUMPES strengthens social ties between the pesantren and the surrounding community. Local residents are involved in the pesantren's economic activities, whether as business partners, consumers, or workers. The presence of BUMPES in the local community has a positive impact by increasing income levels for people who previously depended on traditional farming.

This empowerment also includes alumni of the pesantren who have completed their education and returned to their communities. BUMPES runs programs for alumni who wish to start their own businesses, providing them with startup capital and mentoring. The pesantren supports these alumni in contributing more significantly to the local economy. This not only creates new economic opportunities but also strengthens the relationship between the pesantren and its alumni, who become agents of change within their communities.

On a broader scale, the social impact of this economic transformation also includes raising awareness about the importance of entrepreneurial education within the Muslim community. BUMPES serves as an example that pesantren can play an active role in the economic empowerment of the ummah, encouraging people to go beyond traditional sectors and to innovate and develop businesses

based on sharia values.

Overall, the social impact of this economic transformation is highly significant for the pesantren, the santri, and the surrounding community. BUMPES Nurul Jadid has not only succeeded in improving the pesantren's economic independence but has also made a wider positive contribution to community empowerment and character development of its students. With this holistic approach, the pesantren becomes a key pillar in creating sustainable prosperity for the Muslim community.

CONCLUSION

The transformation of economic management at BUMPES Nurul Jadid presents a successful model of pesantren-based economic empowerment rooted in local wisdom and Islamic values. By integrating sharia principles with professional and adaptive business practices, BUMPES has managed to achieve financial independence while maintaining its religious and social missions. The implementation of value-based management-emphasizing honesty, mutual cooperation, and sustainability-ensures the long-term viability and ethical integrity of its business operations. Business diversification based on local potential, coupled with digitalization and strategic partnerships, has not only strengthened the pesantren's economic foundation but also created broad social impacts. Santri and local communities benefit through job creation, entrepreneurial education, and increased welfare. Moreover, the empowerment of alumni further reinforces pesantren's role as a catalyst for local economic development. Ultimately, the experience of BUMPES Nurul Jadid demonstrates that pesantren can transcend their traditional roles and become key agents of socio-economic transformation. With a holistic and inclusive approach, pesantren have the potential to promote sustainable prosperity for the Muslim community while preserving their identity and values in a rapidly changing world.

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