



INTEGRATION OF ASTA CITA VALUES IN THE DEVELOPMENT OF PESANTREN BASED LIVESTOCK BUSINESSES

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ABSTRACT

This study aims to analyze the integration of Asta Cita values in the development of pesantren-based livestock enterprises and their contribution to institutional economic independence and student empowerment. The research was conducted at Pondok Pesantren Nurul Islam Tenganan using a qualitative approach through in-depth interviews, participant observation, and document analysis. The findings reveal that values of economic self-reliance, collective participation, equitable benefit distribution, and sustainability are internalized in livestock management practices through deliberative decision-making, active student involvement, and collective profit allocation. The integration of these values contributes to diversified institutional funding sources, enhanced entrepreneurial capacity among students, and strengthened social capital within the pesantren. However, challenges remain in managerial capacity, capital access, and leadership regeneration. This study highlights that pesantren-based livestock enterprises can serve as a practical model for implementing people-centered economic development within a sustainable national development framework.

ABSTRAK

Penelitian ini bertujuan menganalisis integrasi nilai-nilai *Asta Cita* dalam pengembangan usaha peternakan berbasis pesantren serta kontribusinya terhadap kemandirian ekonomi lembaga dan pemberdayaan santri. Studi dilakukan di Pondok Pesantren Nurul Islam Tenganan dengan pendekatan kualitatif melalui wawancara mendalam, observasi partisipatif, dan studi dokumentasi. Hasil penelitian menunjukkan bahwa nilai kemandirian, partisipasi kolektif, keadilan distribusi, dan keberlanjutan usaha diinternalisasikan dalam tata kelola peternakan melalui sistem musyawarah, pelibatan santri dalam operasional, serta pengelolaan keuntungan untuk kepentingan bersama. Integrasi nilai tersebut berkontribusi terhadap diversifikasi sumber pendanaan pesantren, peningkatan kapasitas kewirausahaan santri, serta penguatan modal sosial lembaga. Namun demikian,

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implementasi masih menghadapi kendala berupa keterbatasan manajerial, akses modal, dan sistem kaderisasi pengelola usaha. Penelitian ini menegaskan bahwa pengembangan usaha peternakan berbasis pesantren dapat menjadi model konkret implementasi ekonomi kerakyatan dalam kerangka pembangunan nasional yang inklusif dan berkelanjutan.

INTRODUCTION

Pesantren not only function as religious educational institutions, but also as centers for social and economic transformation of society. In the dynamics of national development, pesantren are increasingly positioned as strategic actors in strengthening the economy of the people through the development of productive business units. Data from the Ministry of **Religion of the Republic of Indonesia (2023)** shows that there are more than 36,000 Islamic boarding schools with millions of active students in Indonesia. This potential is a great social and economic capital to encourage institutional independence as well as the empowerment of the surrounding community. In the context of national development, the integration of *Asta Cita* values that emphasize economic independence, strengthening the people's economy, and community-based development is relevant to be translated into pesantren business practices.

The livestock sector is one of the business fields that has the potential to be developed in the pesantren environment, especially in agricultural areas. Semarang Regency is known to have a fairly strong agricultural and livestock base with the support of distribution access to urban areas such as Semarang and Salatiga. This condition opens up opportunities for Islamic boarding schools to develop community-based livestock businesses that not only support institutional financing, but also become a means of entrepreneurship education for students.

This research is located at the Nurul Islam Tenggara Islamic Boarding School, an Islamic boarding school that has pioneered a small-scale livestock business unit. Based on the results of the pre-research through initial observation and preliminary interviews with the manager, the pesantren has a cattle and goat population of about 15-20 heads managed by senior students and administrators. This business unit aims to support the operational financing of the pesantren and provide entrepreneurial practical experience to students. However, business management is still simple with a financial recording system that has not been standardized and development planning that is not yet based on business analysis.

The results of the pre-research also showed that around 65% of students expressed interest in livestock entrepreneurship as a post-graduation provision. However, most do not have adequate technical and managerial skills. In addition, the marketing of livestock products still relies on local buyers without product diversification or a strong branding strategy. This condition shows that there is a gap between economic potential and institutional capacity in the management of Islamic boarding schools.

On the other hand, pesantren values such as independence, togetherness, honesty, and social responsibility are in accordance with the principles of the people's economy within the *framework of Asta Cita*. The people's economy emphasizes the strengthening of community-based businesses, fair distribution of benefits, and the active participation of the community as the main economic actors. The integration of these values in the development of Islamic boarding schools has the potential to create a spirituality-based entrepreneurial model that not only pursues economic benefits, but also builds character and social solidarity.

However, academic studies on the integration of *Asta Cita values* in Islamic boarding school entrepreneurship practices are still relatively limited. Some previous research has emphasized more on the aspect of business management or economic empowerment of Islamic boarding schools in general, without explicitly linking it to the national development policy

framework. In fact, the development of pesantren based businesses can be a concrete example of the implementation of the people's economy at the micro level.

Thus, this research is important to analyze how *Asta Cita values* can be integrated in the development of pesantren-based livestock businesses, as well as how this integration contributes to the economic independence of the institution and the empowerment of students. This study is expected not only to make a theoretical contribution to the development of an entrepreneurial model of pesantren based on national development values, but also to offer practical recommendations for pesantren managers in building professional, sustainable, and community-empowerment-oriented livestock business units.

METHODS

This research uses a qualitative approach with a case study design that focuses on the integration of *Asta Cita values* in the development of livestock businesses at the Nurul Islam Tenganan Islamic Boarding School. The location was chosen purposively because the pesantren already has an active livestock business unit and is located in the agricultural area of Semarang Regency. The research informants include pesantren leaders, business unit managers, students involved in operations, and marketing partners. The selection of informants is carried out by purposive and snowball sampling to ensure the representation of actors who understand the business management and decision-making process.

Data collection was carried out through in-depth interviews, participatory observation of livestock management activities, and documentation studies in the form of production and business administration data. Data analysis was carried out interactively through the stages of reduction, presentation, and drawing conclusions based on themes such as economic independence, student participation, and institutional strengthening. The validity of the data is maintained through triangulation of sources and methods as well as *member checking* to ensure the suitability of interpretation with empirical conditions in the field.

RESULTS AND DISCUSSION

1. Internalization of *Asta Cita Values* in the Management and Development of Livestock Businesses

The results of research at the Nurul Islam Tenganan Islamic Boarding School show that the internalization of *Asta Cita values* in the pesantren livestock business takes place through an integration process between the vision of national economic independence and the Islamic boarding school education culture based on Islamic values. This internalization is not symbolic, but is reflected in business governance, student participation patterns, benefit distribution, and business sustainability orientation. In the context of people's economic development, strengthening productive business units in religious education institutions is an important strategy to create institutional independence and community empowerment (Bappenas, 2023).

The value of economic independence as part of *Asta Cita's* spirit is realized through the management of livestock as an alternative source of income for Islamic boarding schools. Based on field data, around 60% of the additional operational costs of the pesantren (extracurricular activities and facility maintenance) in the past year were supported by the results of livestock businesses. The manager stated that this business unit is designed to reduce dependence on external donations. These findings are in line with the OECD report (2023) which confirms that community-based entrepreneurship plays a significant role in strengthening the economic resilience of educational institutions

and social organizations. Thus, the internalization of the value of independence is not only ideological in dimension, but also has concrete economic implications.

The principles of participation and community-based economy are also seen in the involvement of students in the entire chain of business activities. Around 70% of final year students are involved in livestock care activities, simple recording, and feed management. This involvement is not just labor involvement, but part of the entrepreneurial learning process. This concept is in line with the community-based enterprise development approach which emphasizes that the learning process through direct practice is able to build long-term economic capacity (UNDP, 2022). This internalization of participatory values reflects the principles of the people's economy that places community members as the main actors of economic activities.

In addition, the principle of social justice is implemented through a business benefit distribution system. The profits obtained are not concentrated on certain managers, but are allocated for the collective benefit of the pesantren, including subsidies for the activities of underprivileged students. This practice shows that livestock businesses are not managed with a maximum profit orientation, but as an instrument of equitable distribution of social benefits. The FAO study (2021) emphasizes that collectivity-based business models have greater potential in creating inclusive benefit distribution than individualistic models.

The sustainability dimension is also an important part of the internalization of Asta Cita's values. Business development is carried out in stages through improving the quality of livestock management and health, rather than debt-based rapid expansion. This strategy shows a prudential management approach that puts long-term stability above instant growth. The World Bank (2022) confirms that small community-based businesses that are oriented towards gradual growth have a higher level of resilience to economic shocks.

Furthermore, the integration of spiritual and economic values is a distinctive character of the development of livestock businesses in Islamic boarding schools. The values of trust, responsibility, and collective work taught in religious education form a relatively disciplined and accountable business organization culture. This strengthens the argument that value-based entrepreneurship has a stronger social dimension than conventional entrepreneurship (Howaldt & Schwarz, 2021). Thus, the internalization of Asta Cita is not only structural, but also cultural.

Overall, the results of the study show that Asta Cita's values are internalized through four main dimensions: (1) institutional economic independence, (2) collective participation of students, (3) fair distribution of benefits, and (4) business sustainability orientation. This practice makes the pesantren livestock business an integrative model between character education, social entrepreneurship, and the implementation of the people's economy on a micro scale. Thus, the development of pesantren-based livestock businesses has the potential to become a social laboratory for the implementation of inclusive and equitable national development.

2. Contribution of Integrating Asta Cita Values to the Economic Independence of Islamic Boarding Schools and Empowerment of Students

The results of research at the Nurul Islam Tengahan Islamic Boarding School show that the integration of Asta Cita values in the development of livestock businesses makes a significant contribution to strengthening the economic independence of the institution as well as empowering students. This integration is realized through strengthening the principles of the people's economy, collective participation, and sustainability orientation in business governance. Empirically, livestock business units contribute to the diversification of pesantren funding sources, thereby reducing dependence on student contributions and external donations. In the last two years, the livestock business has been

able to support some of its non-academic operational needs, including the maintenance of facilities and extracurricular activities. These findings show that the internalization of the value of economic independence is not only normative, but also has a structural impact on the financial stability of Islamic boarding schools.

This contribution is also seen in strengthening collectivity-based business governance. The principle of deliberation in decision-making and the division of operational responsibilities encourages the creation of a participatory and accountable management system. This practice is in line with the concept of community-based economic development which emphasizes that strengthening local institutions is the main prerequisite for economic independence (OECD, 2023). In the context of pesantren, business management is not only oriented to financial profits, but also to strengthening institutions as independent social and educational entities.

Furthermore, the integration of Asta Cita values contributes to the empowerment of students through a practice-based entrepreneurship learning process. The involvement of students in livestock management, production recording, and marketing activities provides direct experience of business management. This forms technical competencies as well as managerial skills that are relevant to the needs of the contemporary economy. UNDP (2022) emphasizes that empowering the younger generation through social entrepreneurship contributes to increasing adaptive capacity and long-term economic resilience. In this study, students are not only operational support personnel, but learning actors who are involved in the simple decision-making process.

In addition to the skill aspect, value integration also strengthens the character dimension and work ethic of students. The values of trust, responsibility, and discipline instilled in the pesantren culture are internalized in business management, thereby creating an integrity-based work culture. This approach shows that economic empowerment is inseparable from character building. The literature on value-based entrepreneurship (Howaldt & Schwarz, 2021) emphasizes that the integration of ethical values in economic practices improves business sustainability because it strengthens trust and organizational cohesion.

From a sustainability perspective, the integration of Asta Cita's values also encourages a gradual and planned approach to business development. Pesantren do not carry out aggressive expansion without risk calculation, but rather prioritize strengthening internal capacity and production stability. This strategy increases the economic resilience of institutions to market fluctuations and business risks. The World Bank (2022) states that community-based small business models that prioritize gradual growth tend to be more resilient to external shocks than debt-based expansionary models.

Overall, the results of the study show that the integration of Asta Cita values in the pesantren livestock business contributes to two main dimensions. First, strengthening the economic independence of institutions through diversification of sources of income and accountable collective governance. Second, empowering students through increasing entrepreneurial capacity, building work character, and strengthening active participation in economic activities. This integration proves that economic development based on pesantren can be a model for the implementation of the people's economy that not only improves material welfare, but also forms adaptive human resources with integrity.

3. Supporting and inhibiting factors in the implementation of Asta Cita values in pesantren-based livestock businesses

The results of research at the Nurul Islam Tengaran Islamic Boarding School show that the implementation of Asta Cita values in the development of livestock businesses is influenced by a combination of internal and external factors. The value of economic independence, collective participation, and business sustainability can run relatively well when supported by a strong pesantren culture, visionary leadership, and institutional

commitment to the development of productive business units. However, there are also structural and managerial obstacles that affect the optimization of the implementation of these values.

In terms of supporting factors, the culture of pesantren that instills the values of discipline, responsibility (trust), and collective work is the main foundation in business management. This value facilitates the internalization of the principles of the people's economy because students are used to the system of division of tasks and collective leadership. In addition, the support of Islamic boarding school leaders for the development of business units is a strategic factor in the sustainability of the program. Leadership that has a vision of economic independence encourages the integration of livestock businesses as part of the education system and not just an additional commercial unit. The support of the relatively conducive agricultural environment in Semarang Regency also strengthens business potential, especially in the availability of feed and regional market access.

On the other hand, the study found a number of inhibiting factors that affect the effectiveness of the implementation of *Asta Cita* values. The main obstacle lies in the limited managerial capacity and professionalism of business management. The financial recording and business planning system is still simple, making it difficult to evaluate business performance systematically. In addition, limited capital for business scale development is an obstacle in increasing livestock productivity. Fluctuations in feed prices and livestock health risks are also external factors that affect business stability.

Periodic student involvement (due to graduation rotation) is also a challenge for the sustainability of business management. Manager regeneration requires a more structured training system for knowledge transfer to run effectively. Without a good cadre system, the consistency of the implementation of people's economic values in business management can be disrupted.

To clarify these findings, the following is a summary table of factors supporting and inhibiting the implementation of *Asta Cita* values in pesantren-based livestock businesses:

Aspects	Supporting Factors	Inhibiting Factors
Institutional	Visionary leadership of pesantren	The business management structure is not yet professional
Values & Culture	Discipline, trust, and togetherness of students	Consistency of internalization of values is not even
Human Resources	Active participation of students	Managers' regeneration has not been systematic
Economic Resources	Feed access and regional markets	Limited development capital
External Environment	Economic empowerment policy support	Price fluctuations and livestock health risks

Table 1. Supporting and Inhibiting Factors for the Implementation of *Asta Cita Values*

Analytically, supporting factors show that the main strength of the implementation of *Asta Cita values* lies in the social and cultural capital of the pesantren organization. This social capital is a comparative advantage that other small businesses do not always have. However, without strengthening managerial aspects and access to financing, the implementation of people's economic values has the potential to be stagnant on a small scale. Therefore, value integration needs to be balanced with increasing technical capacity and professional governance so that the contribution to the economic independence of pesantren can be more optimal.

Thus, the success of the implementation of *Asta Cita values* in pesantren-based livestock businesses is largely determined by the synergy between the strength of internal culture and the strengthening of external managerial capacity. Future development efforts need to be directed at business management training, a more accountable recording system, and strengthening partnership networks to support the economic sustainability of Islamic boarding schools.

CONCLUSION

This study concludes that the implementation of *Asta Cita values* in the development of livestock businesses at the Nurul Islam Tenggara Islamic Boarding School has been carried out substantively through strengthening economic independence, collective participation, and business sustainability orientation. The integration of these values contributes significantly to the diversification of pesantren funding sources and the increase in the entrepreneurial capacity of students. The culture of pesantren based on discipline, trust, and togetherness is the main supporting factor in the internalization of the principles of the people's economy. However, the effectiveness of implementation still faces challenges in the form of managerial limitations, access to capital, and the regeneration system of business managers. Therefore, the sustainability of pesantren-based livestock businesses requires synergy between strengthening internal social capital and improving the professionalism of business governance, so that *Asta Cita's values* are not only normative, but are manifested in a stable, inclusive, and competitive pesantren economic system.

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