
Sharia Management Practices to Encourage Business Sustainability (Study on A Laying Hens Farm in Yogyakarta)

Muhammad Rozaan Eka Putra¹, Khabib Sembodo¹, Septian Nurkholil Alviana¹,
Khoirina Noor Anindya^{1*}

Digital Business Program / Faculty of Business and Economics, Universitas Islam Indonesia,
Indonesia

*email: khairina.noor.anindya@uii.ac.id

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Abstract

This research aims to explore sharia management practices in a business context to encourage business sustainability, especially in a laying hens farm in Yogyakarta. This research employs a qualitative approach and utilizes triangulation to ensure the reliability and validity of the data. The results indicate that sharia management not only discusses Islamic practices but also contributes to promoting business sustainability. The theoretical and practical implications of this research involve the development of business models oriented towards balancing economic profit, social responsibility, and, moreover, environmental sustainability.

Keywords: *Sharia Management; Laying Hens Farm; Business Sustainability.*

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi praktik manajemen syariah dalam konteks bisnis untuk mendorong bisnis yang berkelanjutan, terutama pada sebuah peternakan ayam petelur di Yogyakarta. Penelitian ini menggunakan pendekatan kualitatif dengan metode triangulasi untuk memastikan reliabilitas dan validitas data. Hasil dari penelitian ini mengindikasikan bahwa manajemen syariah tidak hanya membahas tentang praktik Islami namun juga berkontribusi untuk mendorong bisnis yang berkelanjutan. Implikasi praktis dan teoritis dari penelitian ini adalah meningkatkan pengembangan model bisnis yang berorientasi pada keseimbangan profit ekonomis, tanggungjawab sosial dan terlebih lagi keberlanjutan lingkungan.



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Kata Kunci: *Manajemen Syariah; Peternakan Ayam Petelur; Bisnis Berkelanjutan.*

1. Introduction

Amidst global uncertainty, the economic growth of the Republic of Indonesia continues to show a positive figure of 4.87% [\(Surjantoro, 2025\)](#). Positive economic growth is supported by various business sectors. In Indonesia, from Small and Medium Enterprises (SMEs) level to large businesses level with sales turnover of tens of billions per year, require comprehensive business management to increase productivity. The study by (Wijayana et al., 2023) shows that financial inclusion, self-efficacy, and demographic factors have a significant influence on the performance of SMEs in Temanggung, making sharia-based and sustainability-oriented management increasingly relevant to be studied. Business management covers 4 areas, namely human resource management, operations management, marketing management and financial management.

One of business management approach is sharia management, a business management system based on Islamic principles. Sharia management does not only focus on achieving profit, but also pays attention to moral aspects, justice, and social responsibility. This concept is relevant because of increasing public awareness of the importance of integrity and sustainability in business. The exemplary behavior of the Prophet Muhammad SAW, namely *siddiq* (honest), *amanah* (trustworthy), *fathonah* (intelligent), and *tabligh* (delivering) also provides a strong ethical foundation in decision-making and organizational management, especially business organization. In addition, activities related to *riba* (interest), *gharar* (uncertainty), and *maysir* (speculation) are also avoided to create a better business system and preventing discriminatory economic practices.

In relation to sharia management practices, one sector that has a great opportunity to optimize these practices is the livestock sector. The livestock sector can be optimal in implementing sharia management practices because the business owners should implement Good Farming Practices (GFP) standard. The livestock sector also absorbs labor, provides sources of food, especially animal protein, and encourages the growth of rural areas.

In running a livestock business, the main focus is business environment. The current business environment is undergoing dynamic changes, especially about increased competition or the development of new technologies but also include those related to increased pollution and the deterioration of the natural environment, global warming, as well as the changing bargaining power of company stakeholders (Rudawska, 2019).

The business environment is an important issue in running livestock business, where waste and pollution produced should not be disposed of carelessly because it will pollute the environment. The growing concerns about the planets well-being, its environment and the need for inclusive economic growth, sustainability is emerging as necessary and strategic for businesses to guide them towards environmentally conscious practices, long-term value creation and responsibility in social issues (Derdabi & Dvoulety, 2025). The integration of sharia principles into business management presents both significant challenges and opportunities (Talib, Paturochman, Ansyori, & Al-Amin, 2024).

The opportunities from implementing sharia management are the rapid growth of the halal industry and the increasing demand in accordance with ethical and sustainability principles (Aravik, Amri, Hamzani, & Khasanah, 2024). Challenges are also faced by business actors related to sustainability because business actors still have limitations in terms of knowledge and awareness related to company

operational activities related to the environment and society, as well as limited costs in implementing sustainability practices [\(Das, K.Rangarajan, & Dutta, 2020\)](#).

The business dynamics of laying hens farm are feed supply, egg sales and achieving business profit, so the farmers manage their day old chicken and maintain the poultry shops to survive [\(Lailatul, Haryani, & Lestariningsih, 2024\)](#). The farmers also face the dynamics in managing laying hens business because of the lack theories and business management, so they learn from the expert in their village [\(Tielung, Wangke, JC, & Arrazin, 2024\)](#). The farmers also implemented digital marketing, laying hens information systems, utilizing e-commerce dan collaboration, followed the training, and developed the livestock cooperatives to improve business strategy [\(Astrini, Putri, & Hellyward, 2021\)](#).

The research about the business strategy of livestock sector is quite a lot, but the sharia management practices to encourage business sustainability is still limited, although the government encourage companies in Indonesia to pay attention about business sustainability through *Perpres Nomor 59 Tahun 2017* in achieving Sustainable Development Goals (SDGs) in national development, including economic, social and environmental aspects. Thus, this study focuses on filling the research gap about sharia management practices in encouraging business sustainability.

2. Theoretical Background

Management

Henry Fayol (1841-1925) as a father of modern management states that there are 4 main functions in management activities, namely Planning, Organizing, Actuating and Controlling (POAC). While Frederick Winslow Taylor (1856 - 1915) as a father of scientific management states that there are 4 principles of management, namely 1) The development of a scientific method of designing jobs;

2) The selection and progressive teaching and development of the employees; 3) Bringing together of scientifically selected employees and scientifically developed methods for designing jobs; and 4) Division of work resulting in an interdependence between management and the worker [_\(Rahman, 2012\)](#).

Henry Fayol describes management as a framework within an organization or business for planning, organizing, mobilizing and controlling resources. Frederick Winslow Taylor describes management as a framework for designing jobs, selecting employees, designing jobs and selecting employees as a whole, and dividing labor.

Sharia Management

Management or *idarah* is all human efforts, actions and activities related to planning until controlling everything appropriately. The general management functions by Henry Fayol are also associated with verses in the Qur'an, namely 1) Planning, planning the activities in a company or organization (QS Al-Anfal verse 60); 2) Organizing, arranging resources according to plan (QS Al-Baqarah verse 286); 3) Actuating, moving resources to work well (QS Al-Kahfi verse 2); and 4) Controlling, supervision so that all tasks or activities run according to predetermined guidelines (QS An-Nisa verse 108) [_\(Harahap, 2017\)](#). These management functions are also associated with 4 areas of management, namely 1) Human resource management; 2) Operations management; 3) Marketing management and 4) Financial management.

Several verses of the Quran that can be associated with management carried out by a business owner are 1) *Iman*, an individual who has faith (QS Ali Imran verse 28); 2) *Taqwa*, an individual who has piety (QS An-Naba verse 31); 3) Fair, an individual who can act fairly and proportionally (An-Nisa verse 135); 4) Transparent, an individual who has transparency in activities especially to all stakeholders (QS Al-Baqarah verse 282); and 5) Deliberative, an individual who has wisdom and prioritizes deliberation to reach consensus (As-Syura verse 38) [_\(Harahap, 2017\)](#).

In addition, a business owner should also have the 4 characteristics of a prophet, namely *siddiq* (honest), *amanah* (trustworthy), *fathonah* (intelligent), and *tabligh* (delivering).

Based on the literature above, sharia management is management that includes human resource management, operations management, marketing management and financial management, which is carried out based on Islamic principles in accordance with the Quran.

Laying Hens Farm

Laying hens farming is an industrial sector that focuses on breeding laying hens that produce consumption eggs. This business also produce chicken meat if the chicken is no longer productive for laying eggs. Laying hens farming contributes to the national income because it's popular among Indonesian small farmers and the community consumes eggs frequently and in large quantities as well as its capacity to grow rapidly and its effect in promoting economic growth, which can raise local living standards and decrease poverty [\(Mustafa, Dudi, & Rahamat, 2023\)](#).

Moreover, a good laying hen farm is a farm that can implement good farming practices. Good farming practices can be seen from several aspects, 1) Infrastructure and Facilities; 2) Animal Health; 3) Environmental Conservation; 4) Human Resources and 5) Guidance, Supervision and Reporting [\(Riyanto, Kristanti, & Almawachida, 2025\)](#).

Business Sustainability

Business sustainability requires businesses to focus on achieving Economic, Governance, Social, Ethical, and Environmental (EGSEE) dimensions of sustainability performance by taking initiatives to advance some social good beyond their own interests and compliance with applicable laws, rules, regulations and corporate governance reforms and enhancement of shareholder wealth [\(Rezaee, 2016\)](#).

Business sustainability typology are Business Sustainability 1.0 (refined shareholder value management), Business Sustainability 2.0 (managing for the triple bottom line), and Business Sustainability 3.0 (true sustainability). Based on that typology, the business sustainability nowadays is solving the sustainability challenges we are collectively facing and thus create value for the common good (Dyllick & Muff, 2015).

Sustainable business models are described with 5 propositions. The first, sustainable value incorporates economic, social and environmental benefits conceptualised as value forms. The second, sustainable business models require a system of sustainable value flows among multiple stakeholders including the natural environment and society as primary stakeholders. The third, sustainable business models require a value network with a new purpose, design and governance. The fourth, sustainable business models require a systemic consideration of stakeholder interests and responsibilities for mutual value creation. The last, internalizing externalities through product-service systems enables innovation towards sustainable business models (Evans, et al., 2017).

3. Method

This research uses qualitative approach. Qualitative research provides an overview, translates, and relates to the understanding of certain phenomena that occur in the social world (Cooper & Schindler, 2014). Qualitative research uses the triangulation method, a technique used to increase the validity and reliability of data by combining various sources, methods, or perspectives in the process of collecting and analyzing data. The triangulation carried out in this study is a triangulation technique, namely in-depth interviews, observations, and documentation that can be seen in Figure 1. There are several stages in qualitative data analysis, namely

1) Data collection; 2) Data condensation; 3) Data display and 4) Conclusion drawing (Miles, Huberman, & Saldana, 2014).

In enhancing the reliability and validity data are conducted by 1) Doing the in-depth interview with the owner Mr Mukhayani; 2) Doing the observation by observe directly in the laying hens farm location, take the pictures and notes; and 3) Matching the observation and interview results with the owner documentation. The triangulation method is conducted to reduce the bias potential, enhance the data consistency and comprehensive interpretation. The data is analyzed by using 4 stages of (Miles, Huberman, & Saldana, 2014) as follows:

a) Data collection

The data is collected from three sources by using triangulation (in-depth interview, observation, and documentation).

b) Data condensation

The data is simplified by using table and giving the code (Example: H1,H2,H3 for HRM answer, O1,O2,O3 for Operation Management Practices answer, M1,M2,M3 for Marketing Management Practices answer and F1,F2,F3 for Financial Management Practices answer)

c) Data display

In data display, the researchers unify the information and display in informative table (Table 1. Sharia Management Practices)

d) Conclusion drawing

In this stage, the researchers draw conclusion and verify the data to fill the gap research.

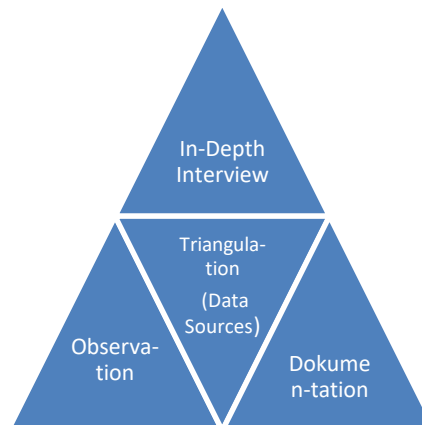


Figure 1. Triangulation Technique

4. Results and Discussion

The laying hens farm is a business founded by Mr Mukhayani located in Dusun Tanjung, Sukoharjo, Ngaglik, Sleman, Special Region of Yogyakarta. Initially, Mr Mukhyani founded the egg-laying hens business in mid-2019. The business has been running until now with various obstacles that are not easy. The toughest obstacle experienced by Mr. Mukhyani occurred when COVID-19 hit Indonesia, causing a sharp increase in the price of egg-laying hens feed. Sharia management practices in laying hens farm are implemented in 4 areas, namely 1) Human resource management; 2) Operations management; 3) Marketing management and 4) Financial management according to table 1. In this case, we conducted an in-depth interview with the owner of the laying hens farm, Mr Mukhayani, conducted periodic observations and reviewed documents. Sharia management practices are presented in the [Table 1](#).

Table 1. Sharia Management Practices

	Human Resource Management Practices	Operation Management Practices	Marketing Management Practices	Financial Management Practices
Sharia Context	1) Recruiting professional human resources	1) Halal feeds for hens or chickens	1) Using word of mouth method 2) Fairness product price	Giving proportional alms of the company's profits

	(does not differentiate between ethnicity, religion, race and tribe)	2) Safety input-process-output		
	2) Transparent payroll			
Sustainability	Provide a place and a sense of security in working (Sustainable People)	Utilization of production waste as fertilizer (Sustainable Process)	Using recycle package from used wood (Sustainable Package)	Providing funds for road construction to equality economic distribution (Sustainable Finance)

Source: Data processed by author (2025)

Human Resources Management Practices

Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns [\(Dessler, 2017\)](#). Human resource management is concerning about managing existing human resources or workforce, from employee selection to payroll. In selecting employees for his business, Mr Mukhyani always prioritizes and selects human resources who have the ability and professionalism in their fields and does not differentiate between ethnicity, religion, or race of his employees in accordance with the teachings of QS Al-Hujurat verse 13.

All employees work professionally according to their job descriptions. Salary, meal allowance, duties, and accommodation have been discussed and deliberated with all employees to create an agreement that is approved by all parties. The salary given to employees is above the Regional Minimum Wage, as in the statement below.

"I never look at them, whether religion, race or tribe. I treat them professionally, discussion about salary and things like food money and so on, we make an agreement beforehand" (Mr Mukhayani Statement)

"My farm is located in Yogyakarta, while the regional minimum wage for Yogyakarta, if I'm not mistaken, is currently IDR 2,125,000 or IDR 2,225,000, while I pay my employees IDR 3,000,000" (Mr Mukhayani Statement)

Almost all workers who help Mr Mukhyani in managing the laying hens farm are local residents or those from the surrounding area. Utilizing local residents in managing the laying hens farm can provide benefits to the local community, including providing job opportunities for the local community, such as becoming employees or business partners. This aligns with the concept of Sustainable Human Resources, which refers to the idea of Sustainable People. Sustainable people are associated with workers who get a comfortable and safe place to work, especially working near their homes [\(Rudawska, 2019\)](#).

Operations Management Practices

Operations Management is the set of activities that creates value in the form of goods and services by transforming inputs into outputs [\(Heizer, Render, & Munson, 2017\)](#). Operation management highlights the production process from upstream to downstream, namely input-process-output. Input-process-output on laying hen farms include 1) Input (availability of quality seeds, feed, vitamins, medicines and vaccines); 2) Process (selection of types of chicken seeds, provision of feed and drink, regulation of cage temperature and disease control); 3) Output (chicken eggs) [\(Rismawati, Unteawati, & Saty, 2024\)](#). The production process is also carried out by looking for safe feed for chickens, then raising chickens until they are ready to harvest eggs is also carried out carefully and maintaining their *halal* process in accordance with QS Al-Baqarah verse 168.

This farm uses safe feed for chicken health. If the eggs and meat are consumed by humans, it is also safe. Unsafe feed cause chickens to get sick and reduce their productivity. Some examples of unsafe feed are feed containing hazardous chemicals, feed contaminated by bacteria or viruses, and feed containing elements that are forbidden for Muslims. In addition, the use of natural feed that comes from nature or cultivation can also be a safer and healthier alternative for chickens and humans and uses *halal* feed.

This is very important for Muslims because the food consumed by livestock will affect the *halal* status of their meat and eggs. Some ways to ensure the *halal* status of livestock feed are to obtain a *halal* certificate for livestock feed and ensure that the feed does not contain *haram* elements such as ingredients from pork. Waste produced from laying hen farms is not disposed of carelessly. Waste in the form of chicken manure, chicken manure can be used as agricultural fertilizer. This management is linked to sustainable operation and sustainable input-process-output. Sustainable operation where the company has a proportion of pollution prevention, reduction, remediation and sustainable food manufacturing and forestry (Au, 2025). Sustainable input-process-output is defined as below 1) Input (the firm proactively reduces the use of materials, water, and energy and employs eco-efficient solutions before actual production); 2) Process (the firm ensures production of products and services in conformance to standards for quality, safety and health); 3) Output (pollution that results from production and operational activity) (Cole, Rosca, & Taylor, 2025).

“Directly, I do not say to utilize, the ones who get the benefits are farmers in the Temanggung, Kopeng and Wonosobo areas. So, they need the manure to fertilize their farms.” (Mr Mukhayani Statements)

Mr Mukhayani didn't find any challenge in finding halal food and halal process. This is opposite with the finding of [\(Nailul, 2024\)](#), many business owners have an obstacles to understand halal regulations. This result also support the findings of [\(Fauzi, 2024\)](#), although sharia business face challenges, they also foster strong ethical responsibility.

Marketing Management Practices

Marketing is about identifying and meeting human and social needs. One of the shortest definitions of marketing is "meeting needs profitably" [\(Kotler & Keller, 2016\)](#). The marketing field highlights the efforts made by companies to be able to meet the needs of consumers and potential consumers. In this farm, the owner uses the word-of-mouth method to market his products and discuss about the need of the consumers. Consumers who buy chicken egg products are middlemen and traders in the market, also restaurant. In marketing his products, the owner uses recycled materials to package his eggs, such as used wooden crates. This is in accordance with the concept of sustainable marketing strategy. This finding aligns with local evidence that green marketing positively influences consumer purchase decisions, particularly for sustainable packaging initiatives [\(Hermawan¹ et al., 2023\)](#). Sustainable marketing strategy refers to sustainable products, where the company focuses on environmentally friendly packaging [\(Rudawska, 2019\)](#).

In addition, the owner sells his eggs with honest information, especially the price. By giving honest price, he can build trust and increase customer loyalty. Mr Mukhyani believes that customers will feel appreciated and comfortable to make a transaction again in the future. In addition, selling eggs at an honest price with the recycle package can also help build a positive image for Mr Mukhyani's business so that it can increase competitiveness and business sustainability in the future, which is in accordance with QS Al - Ma'idah verse 8.

"I sell eggs at prices as they are, so I hope it can increase customer trust" (Mr Mukhayani Statement)

This results support the Islamic business ethics. Ethics can be defined as an ensemble of moral principles that differentiates between right and wrong [\(Jazil & Firdaus, 2024\)](#). The honest seller can enhance the consumer trust and also spread the Islamic value from Prophet Muhammad to sell honestly and never cheat.

Financial Management Practices

Financial Management focuses on decisions relating to how much and what types of assets to acquire, how to raise capital needed to purchase assets, and how to run the firm so as to maximize its value [\(Brigham & Houston, 2019\)](#). Financial sector highlights how companies raise capital to purchase assets and increase the value of the company. In this case, the owner tries to increase the value of the company by giving alms to the community. The owner feels that he has a social responsibility towards the community. Corporate social responsibility can increase the value of the company [\(Hu, Chen, Shao, & Gao, 2018\)](#). Some of the profits obtained are set aside for alms, for example donating to repair roads in the village. It is known that corporate social responsibility can be linked to increasing the value of the company because some of the funds or profits provided by the company for the benefit of the community can improve the company's reputation so that the potential for increased purchases by the community in the future can also increase. The owner believes that all goodness will be rewarded, including alms given in the name of the company, in accordance with QS Al-Zalzalah verses 7-8.

Most of the profits given to build village roads, which are also called *risq* by the owner. With smooth roads, it minimizes accidents and can increase the economic productivity of the village community. This is in accordance with the concept of sustainable finance. Sustainable finance focuses on supporting the sectors or

activities that contribute to the achievement of, or the improvement in, at least one of the relevant sustainability dimensions (Migliorelli, 2021).

"I try to share some of my risk to benefit society." (Mr Mukhayani Statement)

This action from Mr Mukhayani is align with (Hartnell, 2020) who states that philatropy in Indonesia especially from the business onwer to the society is exist. The growth of philantropy in Indonesia also caused by Sustainable Development Goals (SDGs) to reduce the poverty and economic inequality. The philatropy action is relevant with financial management practices in Islamic perspective.

Sharia Management Practices and Business Sustainability

Mr Mukhayani established this laying hens farm with the intention of worshipping Allah SWT. Worship in the view of a businessman is establishing a business solely because of expecting Allah's pleasure and trying to provide the greatest possible benefits. Mr Mukhayani exemplified what the messenger of Rasulullah SAW, namely trading, as HR Ahmad narrated "You should trade because trading is nine out of ten *risk* doors."

This farm practices sharia management including 4 areas of management, namely human resource management, operations management, marketing management and financial management. Human resource management is practiced by looking for professional workers, paying transparent salaries and providing a safe and comfortable working environment. Operations management is practiced by selecting halal chicken seeds and feed until the egg harvest process is in accordance with sharia procedure. Marketing management is carried out using the word of mouth method by providing honest information to consumers and potential consumers and providing packages that do not damage the environment. Financial management is practiced by sharing the profits to the community for

charity to improve environmental roads to increase the economic distribution of the village community.

The sharia management practices in this laying hens farm aligns with the concept of sustainable human resources, sustainable operations, sustainable marketing and sustainable finance which can improve business sustainability, although in its implementation it faces many challenges and obstacles [_\(Fodness, 2015\)](#). The laying hens farm business also has positive and negative impacts on the environment, especially the community living around the laying hen farm business [_\(Dananjaya, 2020\)](#). Sustainability is associated with a positive moral standing, focusing on a long-term view of the future and on ethical values and actions that are responsible [_\(Rudawska, 2019\)](#). However, the owner optimizes the activity in the business to avoid negative impact on the environment.

“Even though we are in a real livestock area, we still always protect the environment” (Mr Mukhayani Statement)

5. Conclusion

The practice of sharia management in this laying hen farm includes 4 areas of management, namely human resource management, operations management, marketing management and financial management. The running business with the principles of sharia management does not only lead to good business management but also a balance between the profits obtained optimization of social responsibility and environmental sustainability align with Islamic teachings. This results support the findings of [_\(Raza, et al., 2023\)](#) who states business and spiritual perspectives enhance the business performance.

Business sustainability in a sharia perspective does not only mean long-term profits, but also the sustainability of resources, community welfare, and blessings in

business. Therefore, the application of sharia principles in the laying hens farm is a strategic step to create a business system that encourage business sustainability.

Future research should incorporate multi-perspectives from stakeholder and use the mixed methods, for example the perspective from investor, customer and government. The methods that can be used are qualitative and quantitative.

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