

Analysis of the Effectiveness of the Orchid Farmer Empowerment Program Through Productive Zakat at the Mandiri Amal Insani East Java Representative Office

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ABSTRACT

This study aims to analyze the effectiveness of the orchid farmer empowerment program through productive zakat at Mandiri Amal Insani (MAI) East Java Representative Office and examine the partnership model supporting program sustainability. This research employed a qualitative approach using a field research design conducted in Gunungrejo Village, Singosari District, Malang Regency. Data were collected through interviews, observations, and documentation involving program administrators, business partners, field facilitators, and beneficiary farmers, and were analyzed using the Miles and Huberman interactive model. The findings indicate that the program was effective in improving farmers' income, sustaining orchid cultivation businesses, strengthening technical skills, and fostering the economic independence of mustahik. Program effectiveness was supported by a tripartite partnership model involving MAI, PT Java Indo Arguna (JAVINA), and farmers, integrating production support, technical assistance, and market guarantees through a plasma system. This study confirms that partnership-based productive zakat is more effective than capital assistance alone, as it strengthens the sustainability of mustahik businesses.

INTRODUCTION

Poverty and unemployment remain socio-economic issues that Indonesia continues to face and require strategies that are not only consumptive, but also productive and sustainable (Feriyanto, 2025; Juita, 2026). Based on data from the Central Statistics Agency (BPS), the number of poor people in Indonesia in March 2025 reached 23.85 million people or around 8.47 percent of the total population, while the open unemployment rate in February 2025 was at 4.76 percent or equivalent to 7.28 million people (Heliyana, 2026; Shafa, 2023). These figures indicate that despite an improving trend, the problem of people's economic welfare remains a serious challenge in the national development agenda (Delstia Regina, 2025). This condition is further exacerbated by limited employment opportunities, low productive skills of

the community, and limited access to business capital. In the context of Indonesian Muslim society, zakat holds a strategic position as an Islamic economic instrument that functions not only as a mechanism for wealth redistribution but also as a means of economic empowerment for those entitled to receive it (Hidayati et al., 2025). Therefore, the management of productive zakat is important to study, particularly to determine its effectiveness in creating sustainable socio-economic change for beneficiary groups (Mubarak, 2025).

Productive zakat is seen as an alternative approach that is more empowering than the consumptive zakat distribution pattern (Ghofur, 2024; Maulana, 2025; Musnaeni & Khasanah, 2025). Through this mechanism, zakat funds are not only given to meet immediate needs, but are also used as business capital that allows mustahik to develop economic activities independently. The ultimate goal is to create a transformation in the socio-economic status of mustahik to munfiq or even muzakki. However, the realization of national zakat collection is still far from its potential. In 2024, national zakat collection was recorded at around IDR 40.5 trillion, while the potential zakat is estimated to reach IDR 327.6 trillion (Fauziah, nd; Warty et al., 2025). This gap indicates that optimizing productive zakat requires an innovative, effective management model that is capable of generating real economic impact. In an academic context, this issue is important because it broadens the study of empowerment-based Islamic economics, while practically it can serve as a reference for zakat institutions in designing empowerment programs that are targeted, measurable, and sustainable.

One sector with potential for development through productive zakat is horticulture, particularly orchid cultivation. Orchids are a highly valuable ornamental plant commodity with increasing demand in both the domestic and export markets. (Anggraeni, 2022; Kemuning et al., 2024; Suroto & Setiaji, 2023). Compared to conventional agricultural commodities, orchid cultivation has a higher selling value, requires relatively small land, and generates more sustainable income through a gradual harvest system (Sabalqish, 2025; Wijaya & Dewi, 2024). However, smallholder orchid farmers still face various limitations, such as high initial capital, the need for technical cultivation skills, and weak access to stable markets (Sabalqish, 2025). These conditions prevent many farmers from optimizing their businesses despite significant economic opportunities. Therefore, a productive zakat-based empowerment program that integrates capital assistance, technical assistance, and market guarantees is interesting to study, particularly in examining how such interventions can improve the economic empowerment of mustahik in the horticultural sector.

Previous studies have shown that productive zakat has a positive contribution to improving the welfare of mustahik, especially through the provision of business capital and economic assistance. Research by Mutiuddin, Sanusi, and Chasanah found that productive zakat in LAZISNU East Java was able to improve the welfare of mustahik by strengthening productive businesses (Chasanah & Maspupah, 2025; Mutiuddin et al., 2024; Sanusi et al., 2026). Sardini and Imsar showed that the distribution of productive zakat in BAZNAS North

Sumatra provides flexibility for business development through grant and qardhul hasan schemes (Sardini & Imsar, 2022), while Hijratun. found that the effectiveness of productive zakat in BAZNAS Bali still faces obstacles to the sustainability of mustahik businesses (Hijratun, 2024). However, most previous studies have focused on the general trade sector or conventional micro-enterprises, while studies on productive zakat in the horticulture sector, particularly orchid cultivation, are still very limited. Furthermore, the partnership aspect between zakat institutions, the private sector, and farmers in ensuring business sustainability has not been studied in depth. This limitation indicates a research gap that needs to be filled to understand the effectiveness of partnership-based empowerment models in productive zakat.

Based on the description, this study aims to analyze the effectiveness of the orchid farmer empowerment program through productive zakat run by Mandiri Amal Insani (MAI) East Java Representative in collaboration with PT Java Indo Arguna (JAVINA) in Gunungrejo Village, Singosari District, Malang Regency. Specifically, this study seeks to answer three main questions, namely how the implementation mechanism of the orchid farmer empowerment program through productive zakat, how effective the program is in improving the living standards of mustahik, and how sustainable the partnership model implemented in supporting the economic transformation of beneficiaries. This study argues that the effectiveness of mustahik empowerment is not only determined by the provision of business capital, but is also influenced by the quality of mentoring, mastery of technical skills, and certainty of market access through a tripartite partnership model between zakat institutions, business partners, and farmers. Testing this argument is expected to provide academic contributions to the development of productive zakat studies as well as practical recommendations for strengthening the zakat-based economic empowerment model in Indonesia.

LITERATURE REVIEW

A. Productive Zakat as an Instrument for Economic Empowerment

Productive zakat is a form of zakat fund utilization that is directed not only to meet the consumptive needs of mustahik, but also to create sustainable livelihoods through productive economic activities (Baco & Raehana, 2025; Nasrulloh et al., 2025; Zakariya et al., 2024). In the perspective of Islamic economics, zakat is not only understood as an instrument of wealth distribution, but also as a socio-economic empowerment mechanism aimed at reducing poverty structurally (Annisa et al., 2025; Baihaqi, 2024; Karimullah, 2025; Nurlaila et al., 2025). Productive utilization of zakat is carried out through the provision of business capital, production facilities, skills training, and mentoring that enable mustahik to build businesses independently. Law Number 23 of 2011 concerning Zakat Management also provides legitimacy for the utilization of zakat for productive businesses in order to improve the quality of life of the poor. In this context, the success of productive zakat is measured not only by the amount of aid distributed, but primarily by the extent to which zakat can drive the socio-economic

transformation of those entitled to receive aid into economically independent individuals. Therefore, the effectiveness of productive zakat is greatly influenced by program design, targeting accuracy, quality of mentoring, and the sustainability of the businesses developed by the beneficiaries.

Various previous studies have shown that productive zakat has a positive influence on improving the welfare of mustahik, especially when accompanied by adequate mentoring mechanisms. Research by Mutiuddin, Sanusi, and Chasanah shows that the utilization of productive zakat in LAZISNU East Java successfully improved the welfare of mustahik through assistance with business capital and production tools that resulted in sustainable income increases. Research by Sardini and Imsar found that the productive zakat scheme through the grant and qardhul hasan contracts provided flexibility for mustahik in developing their economic enterprises. Meanwhile, Hijratun. showed that the effectiveness of productive zakat is influenced by the accuracy of recipient targets and the intensity of mentoring throughout the program. These findings indicate that productive zakat will be more effective if it does not stop at providing capital assistance, but also creates a mentoring system and market support that allows mustahik to maintain the sustainability of their businesses.

B. Effectiveness of Mustahik Empowerment

The effectiveness of empowerment in the context of productive zakat refers to the level of success of a program in producing real social and economic changes in beneficiary groups (Maulana & Laksamana, 2023; Rahmawati, 2024). An empowerment program is said to be effective if it is able to increase an individual's ability to manage resources independently, strengthen productive skills, and create long-term economic sustainability. In research on zakat-based empowerment, effectiveness is generally measured through several main indicators, namely increased income of beneficiaries, business sustainability after program intervention, changes in economic status, and social transformation from mustahik to munfiq or even muzakki (Mukhlis Et Al., 2025; Mustahik & Awaludin, n.d.; Wathon, 2024). This approach positions mustahik not only as passive recipients of assistance, but as economic actors who are expected to be able to create changes in welfare independently.

From a community empowerment perspective, effectiveness is not only seen from economic success alone, but also includes the social and psychological dimensions of beneficiaries (Rohman et al., 2024; Widiyana et al., 2025; Yatmaja, 2019). Setyawan explains that effective empowerment is characterized by increased self-confidence, decision-making ability, and the formation of independence in facing economic challenges (Setyawan et al., 2025). Therefore, the success of a productive zakat program is not only measured by increased income, but also by the growing capacity of mustahik in managing businesses sustainably. In the context of this research, the effectiveness of orchid farmer empowerment is understood as the ability of a productive zakat program to

improve the standard of living of mustahik through economic strengthening, cultivation skills, business sustainability, and transformation of the socio-economic behavior of beneficiaries.

C. Partnership-Based Empowerment in the Agricultural Sector

The success of community economic empowerment programs, particularly in the agricultural and horticultural sectors, is greatly influenced by the program's ability to connect beneficiaries with access to capital, technology, and markets (Abkim, 2019; Aulia & Arfianti Novita Anwar, 2025). One widely used approach is a partnership-based empowerment model between supporting institutions, business actors, and beneficiary groups (Ahmad & Rahayu, 2018; Harini et al., 2023). In the context of high-value agricultural cultivation such as orchids, partnerships are crucial because smallholder farmers generally face limited capital, technical skills, and access to distribution of their harvests. The plasma system, which involves a core company as a provider of technical training and market guarantor, is one model considered capable of reducing the risks of farmer businesses. (Tri, 2026).

In the East Java branch of Mandiri Amal Insani (MAI)'s orchid farmer empowerment program, the partnership model is realized through collaboration between MAI as the manager of productive zakat funds, PT Java Indo Arguna (JAVINA) as a technical and market partner, and farmers as active business actors. This tripartite model provides different characteristics compared to conventional productive zakat programs because it not only provides capital assistance in the form of seeds and production facilities, but also intensive cultivation training, field assistance, and certainty of harvest absorption. Thus, the success of the program is not only determined by the amount of economic assistance received, but also by the quality of synergy between actors in maintaining the sustainability of the mustahik's business.

D. Conceptual Framework of the Research

This study is based on the assumption that the effectiveness of the orchid farmer empowerment program through productive zakat is influenced by the integration of several key components: business capital assistance, technical assistance, cultivation skills strengthening, and sustainable market access. In this study, productive zakat is positioned as an economic empowerment instrument aimed at creating the independence of mustahik (recipients of zakat) through the development of high-value horticultural businesses. Program effectiveness is analyzed through four main indicators: increased income, business sustainability, changes in economic class, and social transformation from mustahik to munfiq or muzakki.

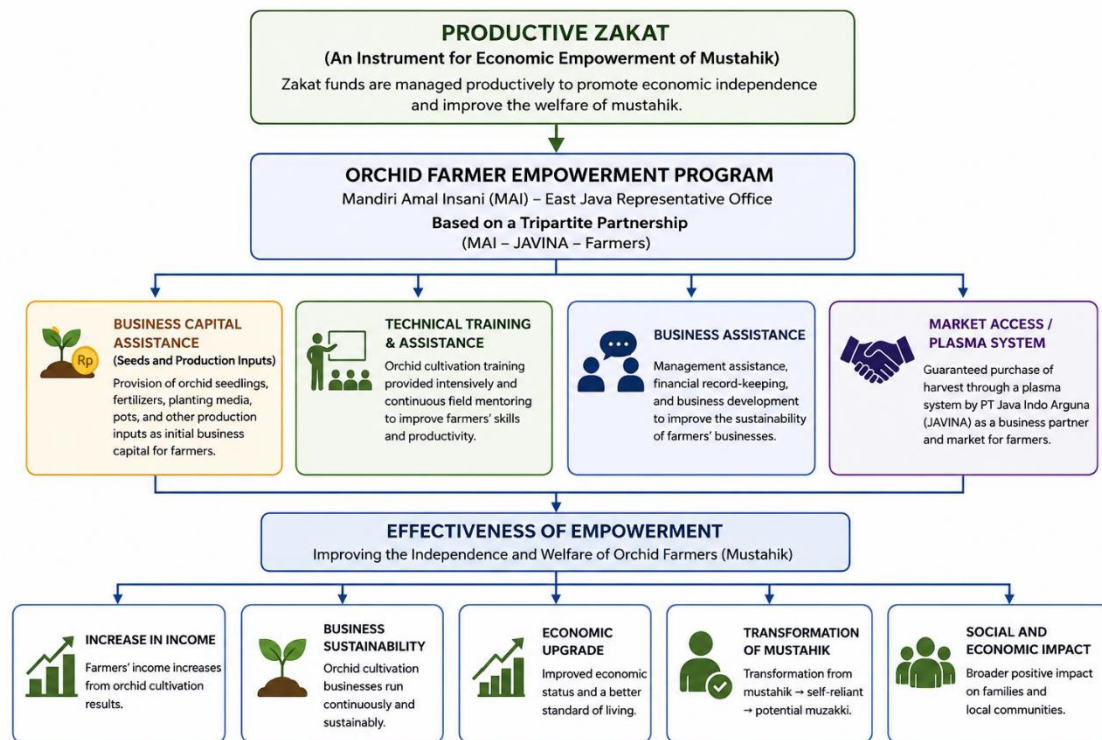


Figure 1. Conceptual Framework of the Research.

Based on this framework, this study assumes that orchid farmer empowerment programs will be more effective if productive zakat assistance is supported by an intensive mentoring system and business partnerships that provide market certainty. Therefore, the relationship between zakat institutions, technical partners, and farmers is seen as a crucial factor in determining the success of productive zakat-based mustahik empowerment programs in the horticultural sector.

RESEARCH METHODS

This study uses a qualitative approach with field research to deeply understand the effectiveness of the orchid farmer empowerment program through productive zakat at Mandiri Amal Insani (MAI) East Java Representative Office. The qualitative approach was chosen because this study seeks to comprehensively describe the program implementation process, empowerment dynamics, and socio-economic impacts felt by beneficiaries (mustahik) in the natural context of program implementation. The study was conducted in Gunungrejo Village, Singosari District, Malang Regency, as the implementation location for the productive zakat-based orchid farmer empowerment program run through a partnership between Mandiri Amal Insani (MAI) East Java Representative Office and PT Java Indo Arguna (JAVINA).

purposive sampling techniques (Lenaini, 2021; Sumargo, 2020) considering direct involvement in the orchid farmer empowerment program. Informants included program managers from the East Java Representative of MAI, partner PT Java Indo Arguna

(JAVINA), field facilitators, and orchid farmers receiving productive zakat. Informants were selected to obtain in-depth information regarding the program implementation process, forms of assistance, partnership mechanisms, and socio-economic changes experienced by beneficiaries during the empowerment program.

Research data was obtained through *in-depth interviews*, field observations, and documentation. Interviews were conducted semi-structured to explore informants' experiences, perceptions, and evaluations of the effectiveness of the empowerment program (Djazuli, 2024). Observations were conducted to directly observe orchid cultivation activities, mentoring, and farmer involvement in the program. Documentation was used to supplement the data, including program reports, beneficiary data, activity photos, and other supporting documents. To maintain data validity, this study employed source and method triangulation techniques by comparing the results of interviews, observations, and documentation to obtain more credible data.

Data analysis was carried out interactively through three stages, namely data reduction, data presentation, and drawing conclusions as per the *Miles and Huberman model*. (Qomaruddin & Sa'diyah, 2024). Data reduction was carried out by sorting and simplifying field data according to the research focus. The data presentation stage was carried out by organizing information into thematic patterns for easier understanding, while conclusions were drawn by interpreting the research findings to answer the effectiveness of the orchid farmer empowerment program through productive zakat at the Mandiri Amal Insani East Java Representative Office.

RESULTS AND DISCUSSION

A. Implementation of the Orchid Farmer Empowerment Program Through Productive Zakat

1. Program Background and Location

The orchid farmer empowerment program through productive zakat is an innovative form of zakat utilization developed by Mandiri Amal Insani (MAI) East Java Representative Office to improve the economic welfare of mustahik (recipients) in a sustainable manner. This program is motivated by the condition of communities with limited business capital but economic potential in the horticultural sector, particularly orchid cultivation. Compared to short-term consumptive zakat assistance, MAI East Java developed a business-based productive zakat approach to encourage the economic independence of beneficiaries.

The program was implemented in Gunungrejo Village, Singosari District, Malang Regency, chosen because of its geographic and environmental conditions conducive to orchid cultivation. Furthermore, the community in the area is considered interested in developing high-value agricultural businesses, but still faces obstacles such as limited capital, technical cultivation skills, and marketing access. Therefore, empowerment based on productive zakat is seen as a strategy to

strengthen farmers' economic capacity while opening up more sustainable business opportunities.

2. MAI–JAVINA–Farmer Partnership Pattern

The program is implemented through a tripartite partnership involving Mandiri Amal Insani (MAI) East Java Representative Office, PT Java Indo Arguna (JAVINA), and orchid farmers as beneficiaries. In this scheme, MAI acts as a zakat management institution, providing financial support for the program through productive zakat funds, while JAVINA acts as a technical partner, providing training, cultivation assistance, and market access for farmers' produce. Farmers are positioned as the primary actors, actively carrying out cultivation activities according to established standards.

Actor	Main Role
MAI East Java	Productive zakat fund providers and program managers
JAVINA	Technical assistance, training and market guarantee
Farmer	Orchid cultivator

Table 1. Partnership Pattern of Orchid Farmer Empowerment Program

This partnership model demonstrates that the program focuses not only on distributing economic aid but also on building a collaborative empowerment system. These findings demonstrate that the program's success is influenced by the synergy between zakat institutions, business partners, and beneficiaries in building more stable, productive businesses.

3. Program Assistance and Mentoring Mechanism

The productive zakat assistance provided in this program is not in the form of cash, but rather in the form of orchid cultivation inputs, such as seeds, growing media, fertilizer, plant racks, and other necessary support for farmers. In addition to the physical assistance, beneficiaries receive regular cultivation training and technical assistance from JAVINA. This assistance covers everything from planting and maintenance to plant disease control, to crop management techniques.

This approach demonstrates that empowering mustahik (recipients of wealth) is not only about transferring economic assistance, but also about increasing human resource capacity through strengthening productive skills. In the context of productive zakat, this model is crucial because business success is determined not only by initial capital but also by the beneficiaries' ability to manage the business independently and sustainably.

4. Plasma System as a Differentiation of Productive Zakat Model

The main characteristic that distinguishes the MAI East Java orchid farmer empowerment program from conventional productive zakat programs is the implementation of a plasma system through a partnership with JAVINA. Under this system, farmers' cultivated produce has market certainty because it is absorbed directly by the business partners, eliminating the risk of marketing difficulties. This market certainty is crucial for maintaining business sustainability, given that many economic assistance programs fail to thrive due to weak distribution access and unstable market prices.

These findings demonstrate that the partnership-based productive zakat model has more comprehensive characteristics than conventional productive zakat models, which generally focus solely on providing business capital. These findings align with the study by Sardini and Imsar, which showed that the effectiveness of productive zakat increases when economic assistance is accompanied by business mentoring. However, this study expands on previous findings by demonstrating that the integration of capital assistance, technical assistance, and market guarantees through private sector partnerships is a crucial factor in enhancing the sustainability of mustahik businesses.

B. The Effectiveness of the Orchid Farmer Empowerment Program on the Welfare of Mustahik

1. Increasing Orchid Farmers' Income

One of the main indicators of the effectiveness of the orchid farmer empowerment program through productive zakat is the improvement in the economic conditions of beneficiaries after participating in the program. Based on interviews and field observations, the empowerment program run by Mandiri Amal Insani (MAI) East Java Representative Office provides new economic opportunities for beneficiary farmers through orchid cultivation, which were previously difficult to access due to limited business capital and minimal technical skills. Before participating in the program, most farmers were still dependent on jobs with irregular incomes, thus experiencing limitations in meeting household economic needs. After receiving assistance with production facilities and cultivation guidance, farmers began to earn additional income from orchid cultivation.

These findings indicate that productive zakat acts as an instrument for strengthening the household economy of mustahik by creating more productive sources of income. Although the increase in income does not occur instantly because orchid cultivation requires a certain maintenance process and production time, farmers show gradual economic changes through additional, more stable business results compared to previous conditions. The results of this study align with research by Mutiuddin, Amrullah, and Chasanah, which shows that productive zakat can improve the welfare of mustahik through strengthening productive businesses based

on capital and mentoring. However, this study shows different characteristics because economic improvement does not only come from business assistance, but is also supported by a more structured marketing system through a partnership pattern.

2. Sustainability of Orchid Cultivation Business

The program's effectiveness is also reflected in the sustainability of orchid cultivation efforts run by beneficiary farmers. Unlike consumptive economic assistance or micro-enterprises that are vulnerable to market disruption, this program is designed to create businesses that can grow sustainably through the support of a plasma system with PT Java Indo Arguna (JAVINA). In its implementation, farmers not only receive initial assistance in the form of seeds and production facilities but also receive ongoing technical assistance to maintain the quality of their cultivation.

The plasma system is a crucial factor in maintaining the stability of farmers' businesses, as JAVINA guarantees market absorption of their products. This reduces the risk of business failure, a major obstacle to the development of small-scale agricultural businesses, particularly due to price fluctuations and weak distribution networks. From an economic empowerment perspective, business sustainability demonstrates that productive zakat not only generates new economic activity but also builds a relatively stable business foundation. This finding reinforces the research of Sardini and Imsar, who emphasized the importance of mentoring in maintaining the effectiveness of productive zakat. However, this study adds that business sustainability is strengthened when mentoring is integrated with guaranteed clear market access through private partnerships.

3. Strengthening the Capacity and Independence of Mustahik

In addition to its economic impact, the program's effectiveness is also evident in the increased capacity and independence of beneficiaries in managing orchid cultivation. Research shows that farmers have acquired new technical skills related to orchid cultivation, including planting techniques, maintenance, plant disease control, and production management. Intensive mentoring provided by JAVINA has helped farmers understand better cultivation standards, enabling them to become not only beneficiaries but also productive entrepreneurs.

On the other hand, the program also encouraged a shift in farmers' mindsets toward productive businesses. While some beneficiaries previously viewed assistance as a form of short-term compensation, after participating in the program, they began to show an orientation toward business development and income sustainability. This change was reflected in increased confidence in managing their businesses and the emergence of motivation to expand cultivation activities independently. From a community empowerment perspective, this situation indicates an increase in the capacity of mustahik (recipients). This finding aligns with

Suharto's view that successful empowerment is characterized by increased individual ability to make decisions and manage resources independently.

4. Socio-Economic Transformation of Mustahik

The effectiveness of the orchid farmer empowerment program can also be seen in the socio-economic changes experienced by beneficiaries after participating. Research results indicate improvements in household well-being through farmers' increased ability to meet their families' economic needs more independently. The program not only impacts income but also creates a sense of optimism for the future economic sustainability of their families. In some cases, beneficiaries have begun to demonstrate their ability to share through social and religious activities, albeit on a limited scale.

These findings indicate that productive zakat has the potential to encourage a gradual transformation from the position of mustahik to individuals who are more economically independent and have the capacity to become munfiq. Although the transformation to muzakki has not been fully achieved due to limitations in the scale of the program and the timeframe for implementation, the change in economic orientation and increased financial capacity indicate a positive direction of empowerment. These results strengthen the argument that the effectiveness of productive zakat is measured not only by short-term income increases, but also by its success in building sustainable socio-economic change at the mustahik household level.

C. Supporting and Inhibiting Factors of Empowerment Programs

1. Supporting Factors for Empowerment Programs

The successful implementation of the orchid farmer empowerment program through productive zakat is inseparable from several supporting factors that contribute to its effectiveness. One key factor is institutional support from Mandiri Amal Insani (MAI) East Java Representative Office, which manages productive zakat funds. In this program, MAI acts not only as a provider of economic assistance but also as a facilitator, ensuring the program's sustainability through coordination with business partners and mentoring beneficiaries. This institutional support ensures program implementation, allowing farmers to gain access to previously inaccessible production facilities.

In addition to institutional support, technical assistance provided by PT Java Indo Arguna (JAVINA) is a crucial factor in the success of orchid cultivation. Research shows that farmers not only receive assistance in the form of seeds and production facilities, but also receive technical training related to cultivation methods, plant care, and disease control. This assistance helps farmers reduce technical errors that could potentially lead to production failure. In the context of economic empowerment, improving productive skills is crucial because business

success is determined not only by capital ownership but also by the beneficiaries' capacity to manage the business independently. These findings demonstrate that knowledge transfer plays an equally important role as capital transfer in increasing the effectiveness of productive zakat.

Another supporting factor is the implementation of the plasma system and market access support through JAVINA. Under this system, farmers' cultivation products are guaranteed market absorption, thereby reducing the risk of marketing difficulties that often lead to the failure of micro-enterprises based on capital assistance. Market certainty provides farmers with a sense of security in maintaining business sustainability because their production has a clear distribution channel. Furthermore, partnerships with the private sector enable farmers to obtain more targeted cultivation standards that align with market needs. These findings demonstrate that the program's success is determined not only by the amount of assistance provided, but also by the formation of a business ecosystem that supports the economic sustainability of those who mustahik (recipients of the program).

2. Inhibiting Factors of Empowerment Programs

In addition to various supporting factors, this study also identified several obstacles affecting the effectiveness of the orchid farmer empowerment program. One major obstacle is the limited technical skills of some farmers in orchid cultivation, particularly in the initial stages of program implementation. Orchid cultivation requires specialized skills in maintenance, arranging the growing medium, controlling pests, and monitoring environmental conditions. Not all beneficiaries have previous experience in ornamental plant cultivation, so the adaptation process takes a relatively long time. This situation results in inconsistent production results among farmers and, in some cases, poses a risk of production failure.

The next obstacle relates to the relatively high business risk associated with orchid cultivation. Compared to small-scale trading businesses that can generate income quickly, orchid cultivation requires a longer maintenance period before yielding economic returns. The risk of crop damage due to weather, disease, or technical errors in cultivation also poses a challenge for farmers. From an economic empowerment perspective, this situation demonstrates that successful productive zakat in the horticulture sector requires greater patience, intensive mentoring, and a robust risk mitigation strategy than in other business sectors.

In addition to technical factors, limited ongoing capital also poses a challenge to orchid farming businesses. While productive zakat assistance can help farmers get started in the initial stages, scaling up their businesses at later stages requires additional capital, which farmers cannot always afford independently. This is a

critical concern because business sustainability is significantly influenced by farmers' ability to expand production capacity as market demand increases.

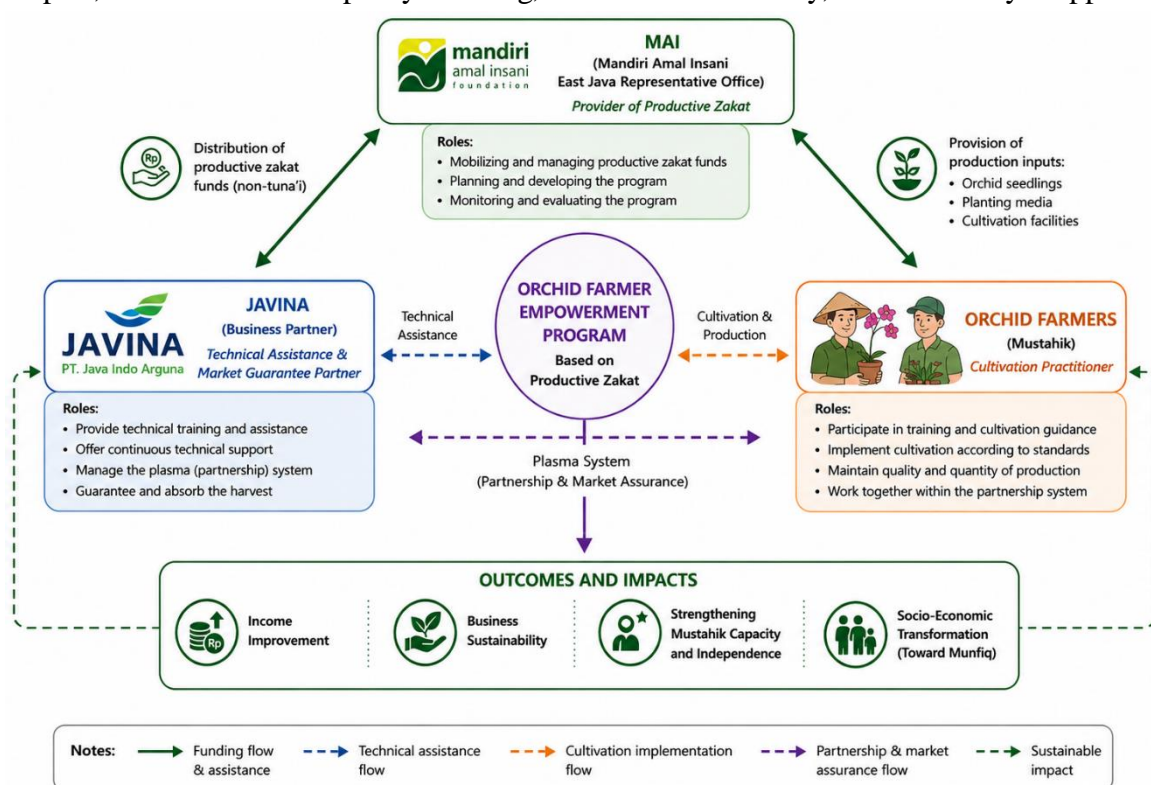
On the other hand, program sustainability is also a challenge that requires long-term attention. Dependence on technical assistance and market access through JAVINA indicates that the stability of farmers' businesses is still heavily influenced by the continuity of partnerships between program actors. If support for assistance or market penetration changes, the sustainability of farmers' businesses could potentially be disrupted. Therefore, the results of this study indicate that the effectiveness of empowerment programs is determined not only by the success of short-term implementation, but also by the program's ability to create more independent business sustainability mechanisms. These findings serve as a critical reflection that partnership-based productive zakat programs have significant potential for economic empowerment, but still require strategies to strengthen the capacity and independence of mustahik (recipients of the zakat program) to avoid complete dependence on external support.

D. Productive Zakat Partnership Model in Empowering Orchid Farmers

One of the main findings of this study is the formation of a productive zakat-based empowerment partnership model involving three main actors: Mandiri Amal Insani (MAI) East Java Representative Office, PT Java Indo Arguna (JAVINA), and orchid farmers as program beneficiaries. This model demonstrates that the effectiveness of productive zakat is determined not only by the amount of economic assistance provided, but also by the integration between actors that is able to build a sustainable business ecosystem. In its implementation, MAI acts as a zakat management institution that provides program financing and ensures the aid distribution process runs according to the empowerment objectives. JAVINA functions as a technical partner and market liaison through a plasma system, while farmers act as the main implementers of orchid cultivation activities.

Unlike conventional productive zakat schemes, which generally stop at providing business capital or production equipment, the partnership model in this study demonstrates a more comprehensive approach. The program not only provides capital support in the form of seeds, planting media, and cultivation equipment, but also establishes an intensive technical assistance mechanism and guarantees a market for produce through partnerships with the private sector. These findings demonstrate that the primary challenge in empowering mustahik (recipients) is not only limited capital, but also weak technical capacity and uncertain market access. Therefore, the presence of JAVINA as a business partner is a key differentiating factor that strengthens the sustainability of the productive zakat-based orchid farmer empowerment program.

Substantively, the effectiveness of this partnership model can be explained through the interconnectedness of the actors in supporting the success of the mustahik's businesses. MAI provides economic resources through productive zakat, JAVINA transfers knowledge through training and technical assistance while ensuring the absorption of cultivation results, while farmers actively carry out the production process. This relationship creates an empowerment pattern that is more adaptive to field needs because the mustahik are not left to manage their businesses independently without further support. From an economic empowerment perspective, this approach demonstrates that the success of welfare transformation depends not only on access to capital, but also on capacity building, market sustainability, and mutually supportive



institutional relationships.

Figure 2. Productive Zakat-Based Orchid Farmer Empowerment Partnership Model.

The findings of this study demonstrate that the tripartite partnership model has advantages over the conventional productive zakat model because it integrates three essential components of empowerment: business capital, capacity building, and market certainty. These findings align with those of Sardini and Imsar, who demonstrated that the effectiveness of productive zakat increases through business mentoring. However, this study expands on these previous findings by emphasizing that private sector involvement as a market guarantor is a crucial element in maintaining the economic sustainability of mustahik. Therefore, this study provides a theoretical contribution by

strengthening the perspective that multi-stakeholder partnership-based productive zakat is more effective than a productive zakat distribution model that emphasizes capital assistance alone. These findings also enrich Islamic economic studies, particularly on the empowerment model of mustahik in the high-value horticultural sector through a collaborative approach oriented toward business sustainability.

CONCLUSION AND SUGGESTIONS

The orchid farmer empowerment program through productive zakat at the Mandiri Amal Insani (MAI) East Java Representative Office has proven effective in improving the welfare of recipients of zakat (mustahik) by strengthening productive businesses based on orchid cultivation. The program's effectiveness is evident in increased farmer income, the sustainability of cultivation businesses, strengthened technical skills, and the growing economic independence of beneficiaries. Although the transformation of recipients into recipients of zakat has not yet been fully achieved, the program has demonstrated positive socio-economic changes through increased business capacity and the welfare of farmer households.

The program's success is influenced by a tripartite partnership model between MAI, PT Java Indo Arguna (JAVINA), and farmers, which integrates production input assistance, technical assistance, and market guarantees through a plasma system. This model is a key differentiator from conventional productive zakat, which generally focuses solely on capital assistance. Therefore, this study confirms that the effectiveness of productive zakat will be more optimal when accompanied by capacity building for beneficiaries and sustainable market support.

Based on the research findings, the East Java Representative Office of the Islamic Religious Association (MAI) recommends strengthening technical assistance and business development for farmers to ensure program sustainability. Furthermore, expanding market access and strengthening the partnership system are crucial to maintaining the stability of beneficiary businesses. Future research is expected to expand the study of partnership-based productive zakat in other business sectors and measure the long-term impact on the transformation of beneficiaries toward economic independence.

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