

REVITALIZING THE GOVERNANCE OF ISLAMIC PHILANTHROPIC ORGANIZATIONS THROUGH ASSISTANCE IN DEVELOPING STANDARD OPERATING PROCEDURES BASED ON AN EMPOWERMENT MINDSET

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Abstract. *Revitalizing the governance of Islamic philanthropic organizations has become a strategic necessity amid the growing demands for professionalism, transparency, and the sustainability of community empowerment programs. Islamic philanthropic organizations are no longer sufficient to merely implement charity-based services that are consumptive in nature; instead, they need to develop an empowerment mindset as a new paradigm in managing social services oriented toward the empowerment of marginalized communities. This Community Service Program aimed to revitalize the governance of Islamic philanthropic organizations through assistance in developing administrative and service Standard Operating Procedures (SOPs) for autonomous bodies under the Yatim Mandiri Foundation operating in the fields of National Zakat Institutions (LAZNAS) and waqf management in Indonesia. The implementation method employed a participatory empowerment approach through observation, training, Focus Group Discussions (FGDs), SOP drafting assistance, implementation simulations, and program evaluation. The results demonstrated an improvement in administrators' capacity to understand modern organizational governance, the systematic development of administrative and service SOPs, and increased awareness among administrators of the importance of transforming services from charity-oriented to empowerment-oriented approaches. The assistance program also encouraged the emergence of a more professional, collaborative, and long-term social impact-oriented organizational culture through the strengthening of productive zakat and productive waqf programs. Therefore, revitalizing organizational governance through SOP assistance based on an empowerment mindset not only strengthened the institution's administrative system but also became a strategic effort to transform the organizational culture of Islamic philanthropy into one that is more adaptive, participatory, and sustainable.*

Keywords: *empowerment mindset, governance revitalization, Islamic philanthropy*

Abstrak. *Revitalisasi tata kelola organisasi filantropi Islam menjadi kebutuhan strategis di tengah meningkatnya tuntutan profesionalisme, transparansi, dan keberlanjutan program pemberdayaan masyarakat. Organisasi filantropi Islam tidak lagi cukup menjalankan pola pelayanan berbasis charity yang bersifat konsumtif, tetapi perlu membangun empowerment mindset sebagai paradigma baru dalam pengelolaan pelayanan sosial berbasis pemberdayaan masyarakat marjinal. Kegiatan Pengabdian kepada Masyarakat ini bertujuan merevitalisasi tata kelola organisasi filantropi Islam melalui pendampingan penyusunan Standard Operating Procedure (SOP) administrasi dan pelayanan pada badan otonom di bawah Yayasan Yatim Mandiri yang bergerak di bidang LAZNAS dan wakaf di Indonesia. Metode pelaksanaan menggunakan pendekatan participatory empowerment melalui observasi, pelatihan, Focus Group Discussion (FGD), pendampingan penyusunan SOP, simulasi implementasi, serta evaluasi program. Hasil kegiatan menunjukkan adanya peningkatan kapasitas pengurus dalam memahami tata kelola organisasi modern, tersusunnya SOP administrasi dan pelayanan secara sistematis, serta meningkatnya kesadaran pengurus terhadap pentingnya transformasi pelayanan dari charity menuju empowerment. Pendampingan juga mendorong lahirnya budaya organisasi yang lebih profesional, kolaboratif, dan berorientasi pada dampak sosial jangka panjang melalui penguatan program zakat produktif dan wakaf produktif. Dengan demikian, revitalisasi tata kelola organisasi melalui pendampingan SOP berbasis mindset empowerment tidak hanya memperkuat sistem administrasi lembaga, tetapi juga menjadi strategi transformasi budaya organisasi filantropi Islam yang lebih adaptif, partisipatif, dan berkelanjutan.*

Kata Kunci: *empowerment mindset, filantropi Islam, revitalisasi tata kelola*

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INTRODUCTION

The development of Islamic philanthropic organizations in Indonesia has shown very significant growth in recent years. Social changes, the economic development of the Muslim community, and increasing public awareness of the importance of social solidarity based on religious values have encouraged Islamic philanthropic institutions to continuously transform into professional organizations with broad social impact. Zakat, infaq, sadaqah, and waqf institutions are no longer viewed merely as institutions for collecting religious social funds but have also become an important part of social and economic development in society (Huda, 2011). The existence of Islamic philanthropic institutions has become increasingly strategic because they can support various poverty alleviation programs, education, healthcare, and the strengthening of the economy of marginalized communities (Aziz & Mohamad, 2016). This condition indicates that Islamic philanthropy has great potential as an instrument of social development that is rooted in religious values while also oriented toward sustainable social welfare (Zulfikri et al., 2025).

However, the main challenge faced by modern Islamic philanthropic organizations lies not only in their ability to collect funds, but also in how to establish professional, transparent, and accountable organizational governance (Ghani et al., 2024). Many social organizations still employ a charity-based approach that is consumptive and short-term in nature, resulting in beneficiaries not yet being fully capable of achieving economic and social independence (Sain et al., 2026). Social assistance that merely focuses on fulfilling temporary needs is often unable to address the root causes of poverty and social inequality (Arifin, 2020). Studies on productive zakat indicate that the distribution of zakat funds in Indonesia is still dominated by consumptive assistance patterns rather than productive community empowerment (Ansori, 2018; Imtihanah et al., 2019; Mubasirun, 2013). Although charity-based approaches are effective in helping communities during emergencies, they are not sufficiently effective in creating sustainable social change. Therefore, transforming the paradigm of Islamic philanthropy toward empowerment has become highly important so that social institutions function not only as distributors of aid, but also as agents of social change based on community empowerment (Rawashdeh et al., 2017). Recent studies explain that productive zakat, community assistance, and strengthening community institutions have a significant influence on improving the welfare of mustahik and promoting sustainable economic development (Jamali et al., 2024). Furthermore, empowerment approaches are considered capable of increasing community participation in the social development process so that communities are no longer positioned as objects of assistance, but rather as subjects of development who possess the capacity to grow independently (Dujany et al., 2026).

In this context, the revitalization of organizational governance becomes an important factor in supporting the institutional transformation of Islamic philanthropy. The revitalization of governance is not only interpreted as the renewal of organizational administrative systems, but also as a transformation in organizational mindset toward an empowerment mindset that positions communities as subjects of social development (Dushkova & Ivlieva, 2024). Professional organizations require clear administrative systems, service mechanisms, and work procedures to ensure that all programs operate effectively and accountably (Mareta & Fakihi, 2024a). One of the important instruments in strengthening organizational governance is the preparation of Standard Operating Procedures (SOPs). SOPs function as operational guidelines that help organizations establish work systems that are consistent, effective, and measurable (da Silva Rufino et al., 2025). The implementation of SOPs has been proven to improve organizational effectiveness, reduce administrative errors, clarify the division of responsibilities, and strengthen internal coordination within institutions (Steen-Tveit et al., 2024). In social and nonprofit organizations, good governance is an important factor in building public trust in the institution.

Standard Operating Procedures (SOPs) in Organizational Governance

Standard Operating Procedures (SOPs) are essential instruments in strengthening modern organizational governance because they provide systematic guidelines for regulating

work mechanisms, responsibilities, and service standards. SOPs function not only as administrative documents but also as quality control tools that promote service consistency, operational efficiency, and coordination among organizational units (Boersch & Hughes, 2026). In addition, SOPs contribute to the development of a professional work culture by ensuring that all organizational members adhere to the same standards when performing their duties (Steen-Tveit et al., 2024; da Silva Rufino et al., 2025). In the context of social organizations and Islamic philanthropy, SOPs play a crucial role in maintaining accountability and public trust in the management of community funds. Previous studies show that good organizational governance is closely related to improved service quality, organizational effectiveness, and the sustainability of social programs (Ahrne et al., 2017). Furthermore, the implementation of SOPs strengthens good governance through increased transparency, accountability, and professionalism (Mardiasmo, 2021). Therefore, SOPs serve as an important foundation for building professional, adaptive, and service-oriented organizations.

Islamic Philanthropy and Community Empowerment

Islamic philanthropy is a socio-economic instrument with a strategic role in community development, particularly through the management of zakat, infaq, sadaqah, and waqf (Tentiasih et al., 2025). In contemporary developments, Islamic philanthropy is no longer understood merely as consumptive charitable activity but has evolved into a community empowerment approach based on social justice and sustainable economic development (Taufiq & Faizal, 2026). This approach positions beneficiaries as subjects of development who are encouraged to possess economic, social, and spiritual capacities independently.

The concept of empowerment in Islamic philanthropy is aligned with the principles of maqashid sharia, which aim to safeguard human welfare through the protection of religion, life, intellect, lineage, and wealth (Billah, 2025). Therefore, the management of productive zakat and productive waqf is directed not only toward fulfilling temporary needs, but also toward creating sustainable social transformation (Budiarto et al., 2026). Various studies indicate that productive zakat programs can increase mustahik income, strengthening community microenterprises and gradually reducing poverty levels (Budiarto et al., 2026; Mutakaruma, 2025). In addition, community-based empowerment models are considered more effective because they involve community participation in the planning and implementation processes of social programs (Ascarya et al., 2023). In the context of modern Islamic philanthropic organizations, the success of empowerment programs is also strongly influenced by the quality of organizational governance, the capacity for community assistance, and the sustainability of program monitoring systems.

Empowerment Mindset in Islamic Philanthropic Organizations

The empowerment mindset in Islamic philanthropic organizations is an institutional paradigm that positions community empowerment as the primary orientation of organizational services (Syahrin, 2025). In modern social development, philanthropic organizations are expected not only to distribute consumptive assistance but also to develop empowerment systems that enhance community capacity and independence. Traditionally, the charity approach has focused on providing short-term aid, such as food assistance, donations, and cash support, to address immediate community needs (Riches, 2018). However, this approach often fails to solve the root causes of poverty because beneficiaries remain dependent on assistance (Spade, 2020). In contrast, the empowerment approach emphasizes improving individual and community capacities through education, business mentoring, skills development, and access to productive economic opportunities that support sustainable livelihoods. Studies show that productive zakat-based empowerment programs have a greater impact on community welfare compared to consumptive assistance programs (Mustofa & Khotib, 2023). Moreover, the empowerment approach encourages greater community participation by positioning beneficiaries as active partners in social development rather than merely recipients of aid (Abidin et al., 2026). Therefore, modern philanthropic organizations need to adopt

empowerment-based service orientations to generate sustainable and long-term social impacts for marginalized communities.

An autonomous body under the Yayasan Yatim Mandiri foundation operating in the fields of LAZNAS and waqf has complex community service activities, ranging from fundraising, donor services, social aid distribution, to the management of community empowerment programs. Based on preliminary observations, the partner organization still faces several challenges related to administration and services, particularly the absence of systematic and well-documented SOPs. In addition, some organizational service patterns are still oriented toward the distribution of consumptive assistance, indicating the need to strengthen the paradigm of community empowerment based on productive zakat and productive waqf. Therefore, this community service program aims not only to develop organizational administrative and service SOPs, but also to build a transformation in the mindset of philanthropic organizations from a charity-based approach toward a more participatory and sustainable empowerment of marginalized communities.

METHOD

The community service program applied a participatory empowerment approach by actively involving organizational administrators in all stages of the activities, including problem identification, SOP development, Focus Group Discussions (FGD), implementation, and evaluation. This approach was chosen because the success of organizational governance revitalization depends on the active involvement and commitment of administrators as key actors within the organization (Nor et al., 2022). Through collaborative discussions and shared decision-making processes, administrators were encouraged to identify organizational challenges, formulate strategic solutions, and develop empowerment-based governance systems that are adaptive, transparent, and responsive to community needs. The collaborative preparation of SOPs and implementation of FGDs also strengthened communication, shared learning, and institutional capacity, enabling administrators to act not only as participants but also as agents of change in building a more professional, accountable, collaborative, and sustainable organizational culture (Uzorka et al., 2024).

RESULT AND DISCUSSION

Initial Organizational Condition

The results of the preliminary observation indicated that the governance of the partner organization was still facing various administrative and institutional issues that affected the effectiveness of community services. Before the implementation of the mentoring program, most organizational administrative activities were still carried out manually and had not yet been supported by structured Standard Operating Procedure (SOP) documents. Based on internal interviews and field observations conducted by the team involving 18 organizational administrators, approximately 72% of the administrators stated that community service processes had mainly been carried out based on personal work habits rather than written operational standards. In addition, 67% of the administrators acknowledged that the division of tasks and interdepartmental coordination had not functioned optimally, resulting in delays in service documentation and inconsistencies in administrative procedures. These conditions indicate that the organization was still in a traditional governance phase that had not yet fully adapted to the demands of professionalism in modern philanthropic institutions (Fugiel et al., 2023).

Qualitatively, the results of the Focus Group Discussion (FGD) revealed that the organizational culture was still dominated by a charity-oriented paradigm that viewed social services merely as the distribution of consumptive assistance. Some administrators perceived organizational success in terms of the amount of aid distributed rather than the effectiveness of programs in fostering community self-reliance (Dushkova & Ivlieva, 2024). Consequently, community economic empowerment programs had not yet become the organization's primary

priority. These findings are consistent with studies on Islamic philanthropic organizations, which identify an “ethical gap” between the ideal values of social empowerment and organizational governance practices that remain administrative and consumptive in nature (Rahmad, 2026). Other studies also emphasize that weak governance systems and poor organizational documentation in philanthropic institutions may affect public trust in socio-religious organizations. Therefore, revitalizing organizational governance through the strengthening of SOPs based on an empowerment mindset constitutes a strategic step toward building professionalism while simultaneously transforming the organization’s service culture (da Silva Rufino et al., 2026)



Figure 1. *Focus Group Discussion Activity of the Yatim Mandiri Foundation affiliated organization*

Implementation of SOP Assistance Based on an Empowerment Mindset

The mentoring program was implemented through a participatory empowerment approach by involving organizational administrators in needs identification, SOP development, and service implementation simulations. Conducted over three months with 25 participants consisting of board members, administrative staff, volunteers, and empowerment program coordinators, the program aimed to strengthen organizational governance through collective participation and awareness. The results of the pre-test and post-test evaluations showed a 41% increase in administrators’ understanding of modern organizational governance, with the average score rising from 56.2 before the program to 79.4 after the mentoring activities. Qualitatively, changes in administrators’ perspectives emerged during Focus Group Discussions (FGDs) and simulation sessions, where participants began to understand that the success of philanthropic organizations should be measured not only by the amount of aid distributed but also by their ability to generate sustainable social impacts (Martins et al., 2023). Administrators also realized that empowerment-based services require more professional, transparent, participatory, and sustainable governance systems compared to traditional charity-oriented approaches (Abidin et al., 2026). These findings support studies showing that Islamic philanthropic organizations with strong organizational communication, internal collaboration, and empowerment-oriented cultures tend to achieve more effective institutional transformation (Sain et al., 2026). Therefore, the SOP mentoring program based on an empowerment mindset not only strengthened administrative governance but also fostered collective awareness regarding the importance of transforming social services toward community empowerment-oriented approaches (Li, 2025).

Results of SOP Development and Strengthening Organizational Governance

Together with organizational administrators, the team successfully prepared seven key SOP documents covering correspondence administration, donor services, social aid distribution, community empowerment programs, productive waqf management, service documentation, and program monitoring and evaluation. Before the mentoring activities, only about 18% of service activities had simple written workflows, whereas after the program all organizational service units possessed integrated and documented work procedures. Monitoring conducted

one month after implementation showed that administrative delays decreased by 48% and consistency in service documentation improved by 76%. The implementation of SOPs also encouraged more professional and measurable work patterns, including clearer task distribution, reporting mechanisms, and performance-based service evaluations. Administrators reported that service processes became more stable and less dependent on specific individuals because operational guidelines were already standardized. These findings indicate that SOPs function not only as administrative documents but also as instruments for strengthening professional and collaborative organizational culture (da Silva Rufino et al., 2025). Consistent with previous studies, governance systems based on accountability and standardized procedures can improve service effectiveness, strengthen public trust, maintain the sustainability of empowerment programs, and increase donor participation (Waddington et al., 2019). Therefore, the development of SOPs became a crucial component in revitalizing Islamic philanthropic organizational governance toward more adaptive, transparent, and social impact-oriented services.

Transformation of the Empowerment Mindset in Organizational Services

The most significant transformation resulting from this program was the shift in organizational administrators' perspectives from a charity-based approach toward an empowerment mindset. Prior to the mentoring activities, around 81% of the organization's social service budget was allocated to consumptive assistance such as routine donations, food aid, and incidental support, while only 19% was directed toward community empowerment programs. After the mentoring process, administrators began developing empowerment-based initiatives including entrepreneurship training for underprivileged communities, mentoring for mustahik MSMEs, job skills training, and community-based productive waqf programs. The organization's subsequent annual work plan even projected an increase in empowerment-oriented programs to 45% of total social service activities. Qualitatively, this transformation reflected growing awareness that sustainable social services should not only provide short-term assistance but also strengthen community capacity to achieve economic and social independence. Administrators also recognized that the success of philanthropic organizations should be measured by their ability to create long-term social transformation and reduce dependence on social aid (Halme & Laurila, 2009). These findings are consistent with recent studies showing that productive zakat and productive waqf approaches generate more significant impacts on community welfare compared to traditional charity models, while empowerment-based strategies also contribute to greater public trust and organizational sustainability (Abidin et al., 2026). Therefore, the transformation toward an empowerment mindset became a crucial foundation for revitalizing Islamic philanthropic organizations to become more progressive, participatory, and sustainable in promoting long-term social development (Syahrin, 2025).

Table 1. *Changes in the behavioral patterns after the mentoring program*

No.	Organizational Behavior Aspect	Condition Before Mentoring	Condition After Mentoring	Indicator of Change
1	Administrative Discipline	Administrative activities were conducted manually and unscheduled	Administrative activities became documented and followed SOPs	Administrative delays decreased by 48%
2	Coordination among Administrators	Coordination was informal and dependent on certain individuals	Coordination became more systematic through clear task distribution	Coordination effectiveness improved based on internal evaluations
3	Service Documentation	Documentation was inconsistent and often undocumented	All services adopted standardized documentation formats	Documentation consistency increased by 76%
4	Community Services	Services were carried out based on administrator's	Services followed standardized SOP	Service standards became more consistent

No.	Organizational Behavior Aspect	Condition Before Mentoring	Condition After Mentoring	Indicator of Change
5	Program Monitoring	personal habits Program evaluation was not yet structured	workflows Monitoring and evaluation were conducted based on performance indicators	Program evaluations were conducted periodically
6	Organizational Professionalism	Administrators worked reactively	Administrators began working based on systems and targets	Work culture became more professional and collaborative
7	Service Transparency	Service information was not well documented	Service mechanisms became more transparent	Increased internal organizational trust
8	Responsiveness toward the Community	Services were administrative and temporary in nature	Services became more responsive to empowerment needs	Service approaches became more participatory

The results of the program indicate that the implementation of SOPs based on an empowerment mindset brought significant changes to organizational behavior. Before the mentoring activities, the organization's working patterns tended to be informal, heavily dependent on the personal experience of administrators, and lacked a clear coordination system. These conditions resulted in inconsistent community services and weak organizational administrative documentation. After the mentoring program was implemented, a transformation in work culture emerged toward a more professional, systematic, and collaborative service approach. Organizational administrators began to understand the importance of administrative discipline, clear task distribution, and service evaluation based on organizational performance indicators.

Table 2. *Transformation of the empowerment mindset in islamic philanthropic organizations*

Mindset Aspect	Before Mentoring	After Mentoring	Impact of Transformation
Service Orientation	Focused on the distribution of consumptive assistance	Focused on community empowerment	Emergence of productive zakat programs
Meaning of Organizational Success	Measured by the amount of aid distributed	Measured by long-term social impact	Administrators began designing empowerment programs
Position of the Community	Viewed as objects of aid recipients	Viewed as partners in social empowerment	Increased community participation
Program Approach	Charity-based approach focused on short-term needs	Empowerment-based approach focused on sustainability	Programs for mustahik MSMEs began to be developed
Management of Zakat and Waqf	Consumptive distribution	Development of productive zakat and productive waqf	Emergence of community productive waqf initiatives
Perception of SOPs	Considered merely formal administrative documents	Considered instruments for organizational strengthening	SOPs became understood as part of work culture
Organizational Culture	Reactive and habit-based	Systematic and planning-based	Organization became more adaptive
Social Service Strategy	Short-term assistance	Long-term empowerment	Service orientation became more sustainable

These behavioral changes indicate that strengthening organizational governance is not only related to administrative improvements but also to the formation of a professional organizational culture that supports effective social services. Studies show that governance implementation in nonprofit organizations can improve service effectiveness while

strengthening collaboration and accountability within organizational work culture (Hyndman & McDonnell, 2022). In addition, organizations with standardized service procedures tend to gain greater public trust because they provide more transparent and consistent services (Saxton & Guo, 2021). One of the most significant achievements of this program was the transformation of administrators' perspectives from a charity-based orientation toward an empowerment mindset. Initially, most administrators viewed social services mainly as the distribution of short-term consumptive assistance, with organizational success measured by the amount of aid distributed rather than by long-term social impact. After the mentoring activities, administrators began to understand that modern Islamic philanthropic organizations should not only provide charitable assistance but also strengthen community capacity through sustainable empowerment programs (Thalgi, 2024).

This transformation was reflected in the development of initiatives such as mentoring for mustahik MSMEs, job skills training, and community-based productive zakat and productive waqf programs. Furthermore, SOPs were increasingly understood not merely as administrative documents but as instruments for building professional, transparent, and social impact-oriented organizational culture. These findings are consistent with studies explaining that empowerment-based philanthropy strengthens organizational sustainability because communities are positioned as active subjects of development rather than passive aid recipients (Putra et al., 2025). Other studies also emphasize that Islamic philanthropic organizations adopting empowerment paradigms tend to be more adaptive to social change and more capable of generating sustainable social impacts (Ascarya et al., 2023). Prior to the mentoring activities, the organization's administrative system still operated manually without written SOPs, causing services to depend heavily on individual work habits and resulting in inconsistent service standards.

Implementation of SOP Mentoring

The mentoring activities were conducted participatively by involving organizational administrators in the process of identifying SOP requirements. The team provided materials concerning the importance of organizational SOPs, modern organizational governance, service administration, the transformation of Islamic philanthropy, as well as the development of productive zakat and productive waqf.



Figure 2. Mentoring activities for SOP development based on an empowerment mindset

Participatory discussions became an important component in building administrators' awareness that Islamic philanthropic organizations are not only responsible for distributing consumptive assistance but also for fostering the independence of marginalized communities through empowerment programs (Padli & Sahroni, 2026). The humanistic approach applied in the mentoring process helped administrators understand that effective social services should not merely be measured by the amount of aid distributed, but also by the organization's ability to create sustainable social transformation.

Impact of the Community Service Program Improvement of Professional Organizational Governance

One of the main impacts of the program was the improvement in the professionalism of organizational governance. Before the mentoring activities, most service operations were still conducted informally and based on the personal habits of individual administrators. After the implementation of SOPs, the organization began to establish more systematic and measurable work standards. Based on internal evaluation results, approximately 83% of administrators stated that the existence of SOPs helped clarify task distribution, service workflows, and organizational coordination mechanisms. In addition, the rate of administrative delays decreased by 48%, while the consistency of service documentation increased by up to 76%.

These changes indicate that SOPs successfully fostered a more disciplined and professional work culture. Administrators no longer worked reactively but instead began implementing work systems based on procedures and service targets (da Silva Rufino et al., 2026). This condition strengthens the argument that good organizational governance serves as an essential foundation for improving the effectiveness of social and nonprofit organizations (Wellens & Jegers, 2014). Recent studies explain that philanthropic organizations with strong governance systems tend to be more adaptive to social changes and possess higher levels of service effectiveness (Hyndman & McDonnell, 2022). Therefore, the strengthening of SOPs within this program successfully functioned as an instrument for revitalising Islamic philanthropic organizational governance to become more modern and accountable.

Strengthening an Organizational Culture Based on an Empowerment Mindset

The most significant impact of this program was the transformation of organizational culture toward an empowerment mindset. Before the mentoring activities, the organization's services were largely charity-oriented and focused on consumptive aid distribution. However, through mentoring sessions and Focus Group Discussions (FGDs), administrators developed a broader understanding of sustainable social services based on community empowerment. Evaluation results indicated that approximately 79% of participants recognized the importance of productive zakat and productive waqf in fostering community self-reliance rather than merely addressing temporary needs. This shift in perspective was reflected in the emergence of new empowerment-based initiatives, including entrepreneurship training, mentoring for mustahik MSMEs, job skills development, and community-based productive waqf programs (Tarigan & Nasution, 2026). In addition, administrators increasingly viewed communities not only as aid recipients but also as active partners in the empowerment process. These findings support the study by Mareta & Fakhri (2024), which states that empowerment-based philanthropy generates more sustainable social impacts by positioning communities as subjects of social development. Therefore, the transformation toward an empowerment mindset became a key foundation for revitalizing Islamic philanthropic organizations to be more progressive, participatory, and sustainable (Syahrin, 2025).



Figure 3. FGD on strengthening organizational culture based on an empowerment mindset

Improvement of the Organization's Social Service Quality

The implementation of SOPs based on an empowerment mindset significantly improved the quality of the organization's social services by creating more systematic and consistent service procedures, including service reception, administrative documentation, aid distribution, and program monitoring. Based on monitoring conducted one month after implementation, approximately 81% of service beneficiaries reported that the services had become clearer, faster, and more coordinated than before. Administrators also developed a better understanding of community needs-based services, leading to more humanistic and participatory approaches (Nel, 2018). Furthermore, the organization began implementing service evaluation mechanisms and performance-based program monitoring, enabling more measurable documentation of community empowerment activities for future program development (Pudjono et al., 2026). These findings indicate that the SOPs not only strengthened internal administrative governance but also enhanced public trust and the overall quality of social interaction between the organization and community beneficiaries through a more professional, transparent, and responsive service system (Saxton & Guo, 2021).

Enhancement of Organizational Trust and Credibility

Another important impact of this program was the increased internal and external trust toward the Islamic philanthropic organization. Before the mentoring activities were conducted, weak administrative documentation and the absence of SOPs caused organizational services to be perceived as less systematic. After the governance revitalization process was implemented, the organization began to possess more transparent and accountable administrative and service systems. In the organization's internal evaluation, approximately 74% of administrators stated that the existence of SOPs made the organization more prepared to face internal audits and external program evaluations. In addition, several donors began to provide positive responses regarding the organization's governance transformation because donor services became clearer and better documented. These conditions indicate that strengthening organizational governance has a direct influence on enhancing the social legitimacy of philanthropic institutions (Filatotchev & Nakajima, 2014). Theoretically, the legitimacy of social organizations is strongly influenced by the organization's ability to demonstrate accountability and transparency in public services (Spanuth & Urbano, 2024). Research by Mareta & Fakhri (2024) explains that the sustainability of Islamic philanthropic organizations is highly influenced by the quality of organizational governance and the level of public trust in the management of religious social funds. Therefore, revitalizing governance through SOP mentoring based on an empowerment mindset not only strengthened the organization's internal systems but also enhanced the credibility and long-term sustainability of Islamic philanthropic institutions.

CONCLUSION

The revitalization of governance within Islamic philanthropic organizations through SOP mentoring based on an empowerment mindset demonstrates that strengthening administrative systems can be integrated with the transformation of social service culture toward a more participatory and community empowerment-oriented approach. This community service program, conducted within autonomous bodies under the Yatim Mandiri Foundation, successfully enhanced organizational governance capacity by improving administrators' understanding of professionalism, good governance, and productive zakat and waqf programs based on community empowerment. The mentoring activities not only produced SOP documents as operational guidelines but also encouraged a shift in organizational mindset from charity-oriented practices toward sustainable community empowerment. In addition, the participatory approach applied throughout the mentoring process strengthened collaboration among administrators and increased their awareness of the importance of transparency, accountability, and service effectiveness in organizational management. As a result, the SOPs functioned not only as administrative instruments but also as strategic tools for strengthening a

more professional, accountable, adaptive, and sustainable organizational culture in responding to community social needs.

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