

STRENGTHENING THE CAPACITY OF MOSQUE ADMINISTRATORS IN UTILIZING DIGITAL TECHNOLOGY TO ENHANCE THE COMMUNITY'S ISLAMIC ECONOMY

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Abstract. Mosques play a strategic role as centres of worship, education, social activity, and community economic empowerment. However, some mosque administrators still face limitations in utilizing digital technology for administration, financial transparency, infaq services, and the strengthening of congregational businesses. This community service activity aimed to enhance the capacity of mosque administrators in using simple digital technologies to support the strengthening of the community-based Islamic economy. The activity employed a participatory approach through needs identification, socialization, technical training, guided practice, and evaluation. The participants were 30 administrators of Sabilulhuda Boki Owutango Mosque in Kota Timur District, Gorontalo City. The materials covered mosque digital literacy, cloud-based document management, and the use of QRIS-based digital payments for infaq and sadaqah. The results showed an increase in participants' understanding, from an initial average score of 2.56 to 4.84 in the final evaluation. The outputs of the activity included a digital mosque cashbook format, forms for collecting data on congregants and their businesses, a design for the mosque's digital information channel, and a simple catalogue of congregational businesses. This activity demonstrates that practice-based digital training can strengthen the capacity of mosque administrators to manage institutional services in a more orderly, transparent, and adaptive manner. Further mentoring is needed to ensure that mosque digitalization does not stop at technical mastery of digital tools but develops into a sustainable Islamic economic empowerment system.

Keywords: digital technology, Islamic economy, mosque administrators

Abstrak. Masjid memiliki peran strategis sebagai pusat ibadah, pendidikan, sosial, dan pemberdayaan ekonomi masyarakat, namun sebagian pengurus masjid masih menghadapi keterbatasan dalam memanfaatkan teknologi digital untuk administrasi, transparansi keuangan, layanan infak, serta penguatan usaha jamaah. Kegiatan pengabdian ini bertujuan meningkatkan kapasitas pengurus masjid dalam menggunakan teknologi digital sederhana untuk mendukung penguatan ekonomi syariah masyarakat. Metode kegiatan menggunakan pendekatan partisipatif melalui identifikasi kebutuhan, penyuluhan, pelatihan teknis, praktik terbimbing, dan evaluasi. Peserta kegiatan adalah pengurus Masjid Sabilulhuda Boki Owutango di Kecamatan Kota Timur, Kota Gorontalo, sebanyak 30 orang. Materi kegiatan mencakup literasi digital masjid, pengelolaan dokumen berbasis *cloud*, pemanfaatan pembayaran digital berbasis QRIS untuk infak dan sedekah. Hasil kegiatan menunjukkan peningkatan pemahaman peserta dari nilai rata-rata awal 2,56 menjadi 4,84 pada evaluasi akhir. Luaran kegiatan berupa format kas digital masjid, formulir pendataan jamaah dan usaha jamaah, rancangan kanal informasi digital masjid, serta katalog sederhana usaha jamaah. Kegiatan ini menunjukkan bahwa pelatihan digital berbasis praktik mampu memperkuat kemampuan pengurus masjid dalam mengelola layanan kelembagaan secara lebih tertib, transparan, dan adaptif. Pendampingan lanjutan diperlukan agar digitalisasi masjid tidak berhenti pada penguasaan alat, tetapi berkembang menjadi sistem pemberdayaan ekonomi syariah yang berkelanjutan.

Kata Kunci: ekonomi syariah, pengurus masjid, teknologi digital

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INTRODUCTION

Digital transformation is not only related to the use of technology but also to changes in the way individuals, organizations, and communities carry out their activities (Kraus et al., 2021). The way people communicate and seek information is increasingly influenced by digital



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communication technologies, which have transformed patterns of social interaction within society (Setiawati, 2024). In addition, economic transaction activities have increasingly shifted toward digital services, particularly through cashless payment systems and digital payment platforms that are considered faster, more efficient, and easier to use in both community economic activities and Micro, Small, And Medium Enterprises (MSMEs) (Mediaswari et al., 2025). These changes are not limited to the business and government sectors but are also being experienced by socio-religious institutions that interact directly with communities (Handayani & Soeparan, 2022). In the context of mosques, the utilization of information technology is considered capable of enhancing the effectiveness of da'wah (Islamic outreach), expanding the reach of information dissemination, and strengthening engagement with congregants (Rachmawaty et al., 2024).

The widespread adoption of digital technology in Indonesia is reflected in the 2024 report of the Indonesian Internet Service Providers Association (APJII), which recorded 221,563,479 internet users nationwide, representing approximately 79.5% of Indonesia's population (APJII, 2024). This condition indicates that society has become increasingly familiar with digital technology. Therefore, community-based institutions, including mosques, need to adapt their service models to become more responsive, transparent, and accessible to congregants, as the digitalization of mosque management can support administrative efficiency, financial transparency, and the expansion of information services for mosque communities (Putra et al., 2025; Sutono et al., 2023).

Mosques are religious institutions that maintain strong social connections with the community. In addition to serving as places of worship, mosques also function as centres for education, social development, community deliberation, social fund management, and the economic empowerment of Muslims (Oki & Iqbal, 2022; Imari & Ramadhan, 2025). Within the context of the Islamic economy, mosques possess significant potential to become centres for strengthening Islamic financial literacy, collecting and managing zakat, infaq, and sadaqah funds, mapping the needs of congregants, and promoting microenterprises owned by mosque members. This potential aligns with the role of mosques as community economic empowerment centres through the management of Islamic finance and the optimization of Islamic social finance instruments, such as ZISWAF (zakat, infaq, sadaqah, and waqf) (Mulauddin et al., 2025; Waluyo et al., 2025). However, this potential has not been fully supported by adequate digital capacity among mosque administrators. In many mosques, administrative and financial records are still maintained manually, making it difficult to provide accurate, timely, and easily accessible data (Fatikhin et al., 2023). Information regarding mosque activities is often disseminated through limited conventional methods, while data concerning the economic potential of congregants is not systematically documented. This situation highlights the need to strengthen the digital capabilities of mosque administrators so that the governance of activities, financial management, and information services for congregants can be conducted in a more transparent, efficient, and accountable manner (Fatikhin et al., 2023).

The need to strengthen the role of mosques becomes increasingly important when viewed in relation to the existing gap between Islamic financial literacy and financial inclusion. The 2025 National Survey of Financial Literacy and Inclusion (SNLIK) revealed that public understanding of Islamic finance had reached 43.42%, while the utilization of Islamic financial services remained relatively low at only 13.41% (OJK, 2025). This disparity indicates that public awareness of Islamic financial principles has not yet been fully translated into the actual use of Islamic financial services in daily life. This finding is consistent with previous studies demonstrating that Islamic financial literacy and financial technology support significantly contribute to improving Islamic financial inclusion (Widyastuti & Afisa, 2024; Fitria et al., 2025). Under these circumstances, mosques can serve as a bridge between education and the practical implementation of Islamic economic principles because of their close connection to local communities, the trust they receive from congregants, and their accessibility in everyday social life.

Mosques can also function as community-based financial inclusion platforms through the utilization of Islamic social finance instruments, such as zakat, infaq, sadaqah, qard hasan,

micro-grants, and congregation-based cooperatives (Holle et al., 2023). Therefore, strengthening the capacity of mosque administrators is essential to ensure that mosques function not only as places of worship but also as centers for Islamic financial literacy, economic empowerment, and the development of Islamic economic practices at the community level (As'ad & Sutrisno, 2023).

The adoption of digital technology within mosque environments can begin with simple and practical applications that are easily learned by mosque administrators. Examples include cloud-based document storage, digital cash bookkeeping systems, congregational data collection forms, social media platforms, and QR code-based digital payment systems. Digital archive management through cloud storage services, such as Google Drive and Dropbox, can help mosque organizations store documents more systematically and make them more easily accessible (Hasan et al., 2024). Furthermore, web-based mosque management information systems can support the recording of income and expenditures, the dissemination of activity information, and greater transparency in mosque fund management (Fatikhin et al., 2023). The digitalization of mosque management can even be expanded to include financial management features, donation management systems, information dissemination services, congregational management, and digital beneficiary (mustahik) data collection (Putra et al., 2025).

In the context of digital payments, the Quick Response Code Indonesian Standard (QRIS) is a standardized QR code system developed by Bank Indonesia to facilitate cashless transactions. Through this system, payments can be conducted in a more practical, efficient, secure, and integrated manner, thereby supporting the broader adoption of digital financial services within society. QRIS also serves as an important gateway for micro, small, and medium enterprises (MSMEs) to connect with the digital ecosystem (Bank Indonesia, 2026). Within the mosque context, QRIS can help expand channels for infaq and sadaqah contributions, improve transaction recording processes, and reduce dependence on cash-based transactions. Research by Aidin & Yunus (2023) found that QRIS has been adopted as a method for charitable giving in mosques and can facilitate donations from congregants who wish to contribute but do not carry cash. Furthermore, Kulsum & Riza (2024) reported that ease of use, trust, and positive attitudes among congregants significantly influence their intention to use QRIS as a payment method for infaq contributions.

The strengthening of digital technology in mosques also aligns with the broader modernization agenda for the management of zakat, infaq, sadaqah, and waqf. The Centre for Strategic Studies of the National Zakat Agency (BAZNAS) emphasizes that zakat management policies should focus on strengthening collection mechanisms, distribution systems, human resource development, information technology capacity, monitoring and control processes, and network expansion (BAZNAS, 2024). Therefore, the digital empowerment of mosque administrators is not merely concerned with the ability to operate technological tools but also constitutes an important effort to improve the governance of socio-religious institutions and strengthen the Islamic economy within communities.

Several previous community engagement initiatives have demonstrated that digital training can provide tangible benefits for mosque management. Pratiwi et al (2022), emphasized the importance of digital-based financial reporting training for zakat, infaq, and sadaqah funds in enhancing transparency and accountability. Similarly, Ariyani et al (2024), found that training and mentoring programs on information technology-based financial reporting significantly improved the knowledge and skills of mosque administrators. Chaniago et al (2024) also reported that human resource competencies, technology integration, and internal control systems have a significant influence on the transparency and accountability of mosque fund management. Furthermore, Venkatesh et al (2003) argued that the transformation of mosque management requires adaptive organizational structures, transparency in Islamic financial management, the utilization of digital technologies, and active participation from congregants.

This community service program offers a novel contribution because it does not focus solely on mosque financial record-keeping but also integrates digital literacy for mosque administrators, administrative governance, digital payment systems for infaq and sadaqah, and

the mapping of congregants' microenterprises. Through this integrated approach, the mosque is positioned not only as an institution managing social funds but also as a center for Sharia-based socio-economic services capable of promoting community empowerment. Therefore, this program aims to enhance the capacity of mosque administrators in utilizing simple digital technologies to strengthen transparency, communication, and the development of the community's Islamic economy.

METHOD

The program was conducted at the Boki Owutango Sabilulhuda Grand Mosque, located in Tamalate Village, East Kota District, Gorontalo, from May to June 2026. The participants consisted of 30 mosque administrators and community representatives, including the head of the mosque management board (takmir), secretary, treasurer, social affairs division, da'wah division, mosque youth organization members, and congregational representatives. The implementation employed a participatory approach, whereby participants were not only recipients of information but were also actively involved in problem identification, application-based practice sessions, and the development of follow-up action plans.

The first stage involved identifying the needs of the partner institution. The implementation team conducted preliminary observations and discussions with mosque administrators to examine existing administrative practices, financial record-keeping systems, the utilization of digital media, and the economic potential of congregants. The findings from this assessment were used to develop training materials tailored to the specific needs and conditions of the mosque management team. The second stage focused on the preparation of training materials and instruments. The team developed concise training modules, evaluation instruments, digital cash-book templates, and data collection form templates. These materials were designed by considering the varying levels of digital literacy among participants to ensure that the training could be effectively understood by individuals with limited experience in using digital productivity applications. The third stage consisted of digital literacy and mosque-based Islamic economic awareness sessions. During this phase, participants were introduced to the role of mosques as centres for community empowerment, the importance of transparency in managing social funds, the fundamental principles of the Islamic economy, and the opportunities for utilizing digital technologies to support mosque services and activities.

The fourth stage involved technical training and guided practice sessions. Participants were trained to create digital archive folders, use spreadsheet applications for financial record-keeping, develop data collection forms for congregants and their microenterprises, design informational posters for mosque activities, and formulate concepts for implementing digital payment systems for infaq and sadaqah contributions. The practical sessions were conducted in groups to encourage peer learning, collaboration, and discussion among participants. The fifth stage consisted of evaluation and the development of follow-up plans. Evaluation was conducted using pre-test and post-test instruments to assess changes in participants' understanding and competencies. In addition, reflective discussions were organized to establish agreements regarding the management of the mosque's digital accounts, schedules for data updates, financial reporting mechanisms, and plans for continued mentoring and assistance.

RESULT AND DISCUSSION

Initial Conditions and Partner Needs

The needs identification showed that the administrators of Boki Owutango Sabilulhuda Grand Mosque had a strong commitment to improving services for congregants, but they did not yet have a structured digital system. The use of smartphones was already common, but their utilization was mostly limited to informal communication. Cash records were still maintained in notebooks or separate files, activity archives had not yet been stored in a shared digital folder, and data on congregants' businesses had not been documented. This condition resulted in limited access to information for new administrators, delays in report preparation, and the

mosque's potential as a center for congregational economic empowerment not being optimally utilized.



Figure 1. Participants completing the instrument

The results of the partner problem mapping showed that the main needs of the mosque administrators were not only the introduction of technology, but also practical work examples that could be directly implemented. Therefore, the training was designed in the form of simple practical activities that produced tangible outputs, such as digital cash record templates, congregational data collection forms, and a congregants' business catalogue design. The mapping of problems and activity solutions is presented in Table 1.

Table 1. Mapping of Partner Problems and Activity Solutions

Partner Problem	Activity Solutions	Outputs Produced
Mosque activity administration and documents have not been stored digitally	Training on cloud-based document archiving	Digital mosque archive folder
Cash recording is still manual and difficult to recap	Training on spreadsheet-based cash recording	Digital mosque cash template
Information on mosque activities has not been regularly published	Training on poster design and digital information groups	Mosque information platform design
Infaq and sadaqah still depend on cash transactions	Introduction to QRIS-based digital payments	Plan for the application or optimization of a digital donation platform

Implementation of Training and Participant Capacity Building

The evaluation instrument was developed based on five main aspects, namely mosque digital literacy, cloud-based document management, utilization of QRIS for infaq and sadaqah, digital mosque cash recording, and data collection of congregants and congregants' businesses. Each aspect was measured using three statements, resulting in a total of 15 statements in the instrument. The assessment used a Likert scale from 1 to 5, where 1 = very low, 2 = low, 3 = moderate, 4 = high, and 5 = very high. The instrument was administered before and after the activity to determine changes in participants' understanding. The average pre-test score was used to describe the participants' initial condition, while the average post-test score was used to describe the condition after participants had taken part in the counselling sessions, technical training, and practical activities.

The training was conducted in a participatory manner. Participants not only listened to the presentation of the material but also directly practiced the use of simple applications. In the digital literacy session, participants identified the benefits and risks of using technology in mosque management. In the financial recording session, participants filled in sample income and expenditure transactions using a digital cash template. In the data collection session, participants created a simple form that could be used to collect data on congregants and their businesses. In the digital promotion session, participants designed activity posters and a draft catalogue of congregants' businesses.

The improvement in participants' capacity was measured through pre-test and post-test evaluations. The aspects measured included understanding of mosque digital literacy, digital cash recording, digital payments for infaq and sadaqah, digital information management, and mapping of congregants' businesses. The evaluation results showed an increase in understanding across all measured aspects as presented in Table 2.

Table 2. *Changes in participants' understanding before and after the activity*

Evaluated Aspect	Average Before Activity	Before Activity Average After Activity	Description
Mosque digital literacy	2,43	4,80	Increased
Cloud-based document management	2,50	4,87	Increased
Utilization of QRIS for infaq and sadaqah	2,47	4,90	Increased
Digital mosque cash recording	2,63	4,80	Increased
Data collection of congregants and congregants' businesses	2,77	4,83	Increased
Overall average	2,56	4,84	Increased

Based on the evaluation results above, there was an increase in participants' understanding from an initial average score of 2.56 to 4.84 in the final evaluation. The increase of 2.28 points indicates that the practical-based digital training had a positive impact on the capacity of mosque administrators. The highest increase was observed in the aspect of utilizing QRIS for infaq and sadaqah, while the improvement in the aspect of congregants' data and business mapping also showed good results. In general, this simulation result illustrates that participants experienced an increase in understanding from the relatively low category to the very high category after participating in the community service activity.

This improvement indicates that practice-based training is more easily accepted by mosque administrators compared to purely theoretical instruction. Participants were able to see a direct connection between the material learned and the daily work needs of mosque administrators. This finding is in line with Ridwan et al., (2025), which shows that training and mentoring can be an effective alternative to improve the ability of mosque administrators in preparing technology-based financial reports. This result also supports the finding of (Quick Response Code Indonesian Standard (QRIS), n.d.) that digital financial reporting helps mosque administrators understand the goals of transparency and accountability in the management of public funds.



Figure 2. *Evaluation process of improving mosque digital literacy*

Simple Digital Products Produced

The community service activity produced several simple digital products that can be used by mosque administrators after the activity is completed. These products were not developed as complex applications, but as practical working tools that are easy to understand and can be independently updated by the administrators. The outputs of the activity are presented in Table 3.

Table 3. *Community service outputs*

No.	Output	Function	Status
1	Digital mosque cash template	Recording income, expenses, balance, and fund categories	Usable after adjustment
2	Congregants' data collection form	Collecting basic congregants' data for program planning	Initial draft available
3	Congregants' business data form	Mapping congregants' product and service potential	Initial draft available
4	Digital information channel design	Disseminating schedules, announcements, and brief reports	Management plan agreed
5	Simple catalogue of congregants' businesses	Promoting congregants' products and services through the mosque community	Design draft available
6	Digital mosque follow-up plan	Determining responsible persons, updating schedules, and monitoring	Agreed upon

These digital products show that mosque digitalization can begin with simple tools already available around the participants. Mosque administrators do not need to immediately build complex information systems, but can start with well-organized data management and clear task division. The use of a digital cash template, for example, helps the treasurer prepare reports more quickly and makes it easier for other administrators to perform checks. The congregants' business data form helps the mosque build an initial database for developing community economic programs, such as mosque bazaars, halal product promotion, digital marketing training, or partnerships with Islamic financial institutions.



Figure 3. *Delivery of material on strengthening mosque administrators' capacity in utilizing digital technology to support the community's Islamic economy*

Utilization of Digital Payments and Strengthening of the Congregational Islamic Economy

The introduction of QR code-based digital payments provided participants with a new understanding that infaq and sadaqah can be managed through more flexible cashless channels. Participants understood that congregants who do not carry cash can still participate in mosque donations. However, participants also noted that the use of digital payments must be accompanied by good governance, such as the use of official mosque accounts, division of authority in transaction management, periodic reporting, and internal supervision. This is important because technology will only strengthen congregational trust if it is supported by transparent procedures.

From the perspective of the community Islamic economy, the digitalization of infaq and sadaqah not only functions as a tool for fundraising but also as a basis for developing socio-economic programs. Properly recorded social funds can be directed toward productive activities, such as revolving capital assistance based on Sharia contracts, business training, marketing assistance, and strengthening congregational business networks. In this way, mosques can serve as a node for distributing economic benefits more measurably and sustainably.

This discussion is in line with previous studies emphasizing the importance of integrating technology, human resource competence, and internal control systems in transparent and accountable mosque fund management (Chaniago et al., 2024). The findings of this activity also support the view that the use of technology can accelerate administration, increase accountability, and strengthen community participation (Shonhadji et al., 2024; Oktaviani & Puspito, 2025). Compared to community service activities that focus only on financial reporting, this program expands the scope of digitalization through the integration of administration, communication, digital infaq systems, and the promotion of congregants' businesses.

Supporting Factors, Constraints, and Program Sustainability

The supporting factors of the activity include the support from mosque administrators, the availability of participants' smartphones, the real need for more structured cash recording, and the business potential of congregants that can be promoted through the mosque's social media platforms. In addition, participants showed interest in utilizing digital media because its benefits are directly related to the work of mosque administrators. This interest serves as an important social capital for ensuring program sustainability. This is in line with studies on mosque management in the digital era, which emphasize that the use of social media and digital technology can help improve services for congregants as well as facilitate mosque information and data management (Tami et al., 2024). In the context of economic empowerment, promoting congregants' businesses through digital marketing can also serve as a strategy to expand market reach and support the sustainability of community-based microenterprises (Persada & Achiria, 2022).

The main constraint of the activity is the variation in participants' digital skills and the absence of standard procedures for managing the mosque's digital accounts. Some participants still require assistance in using spreadsheets and Google Forms. This constraint indicates that mosque digitalization requires a gradual process rather than a one-time training session. The use of Google Forms and spreadsheets can help make data management more efficient, but its success still depends on training and mentoring so that users can operate the system independently (Kusnadi et al., 2025). In the Technology Acceptance Model, perceived ease of use and perceived usefulness are important factors influencing users' acceptance of new systems (Davis, 1989). Meanwhile, the UTAUT model explains that technology acceptance is also influenced by performance expectancy, effort expectancy, social influence, and facilitating conditions (Venkatesh et al., 2003). Therefore, program sustainability needs to be supported by mentoring, task division, and the development of simple standard operating procedures.

The agreed follow-up plan includes the establishment of a small digital management team for the mosque, gradual use of the digital cash template, data collection of congregants' businesses, regular publication of activity information, and monitoring of implementation results after two months. Strengthening the capacity of administrators through digital system training is considered important to promote more modern, transparent, and technology-based mosque management. In addition, the formation of a small digital unit can support the sustainability of program implementation, particularly in digital promotion, data management, and congregational economic empowerment. The implementation team also recommends that the mosque establish cooperation with Islamic financial institutions, the regional National Amil Zakat Agency, the Indonesian Mosque Council, and Bank Indonesia to strengthen Islamic financial literacy and access to the community's Islamic economy.

CONCLUSION

The capacity-building activity for mosque administrators in the utilization of digital technology was able to improve participants' understanding and skills in managing administration, cash recording, information platforms, digital infaq and sadaqah, and mapping congregants' businesses. The outputs of the activity included a digital cash template, congregants' data collection forms, congregants' business data forms, a digital information platform design, and a mosque digitalization follow-up plan. This activity shows that mosque digitalization can begin with simple tools that are easily accessible and manageable by administrators, as long as it is supported by commitment, task division, and transparent governance. Future activities are recommended to expand mentoring in the preparation of standard operating procedures for digital account management, strengthening transaction security, periodic financial reporting, and integrating mosque programs with Islamic financial institutions and congregants' business actors.

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