

## The Use of Digital Marketing in the Efficiency and Transparency of Managing Da'wah Funds at Masjid Akbar Surabaya

Ruba'i<sup>1\*</sup>, Novie Andrie Zakariya<sup>2</sup>

<sup>1,2</sup> Manajemen Dakwah, Universitas Islam Negeri Sunan Ampel Surabaya, Indonesia  
Universitas Sunan Gresik, Indonesia

[rasyidrubai245@gmail.com](mailto:rasyidrubai245@gmail.com), [na.zakaria@lecturer.usg.ac.id](mailto:na.zakaria@lecturer.usg.ac.id)

### ABSTRACT

*This study aims to examine the utilization of digital marketing in improving efficiency and transparency in the management of da'wah funds at Masjid Akbar Surabaya. The research employed a qualitative case study approach by collecting data through in-depth interviews with mosque administrators, active donors, and congregants, as well as direct observation and document analysis of digital financial reports. The results indicate that the application of digital marketing—through social media, websites, QR code payments, and online donation platforms—has significantly enhanced operational efficiency by reducing processing time, administrative costs, and human errors. Furthermore, transparency has increased through the publication of monthly financial reports and automatic digital receipts accessible to donors. This improvement has strengthened public trust and encouraged greater participation in supporting da'wah programs. However, the study also identifies challenges related to digital literacy and data security awareness among congregants. The findings contribute to the development of digital religious management and provide practical insights for Islamic institutions seeking to establish efficient and transparent financial governance through digital transformation.*

**Keywords:** Digital marketing; Efficiency; Transparency; Da'wah funds; Islamic management.

Corresponding author: [rasyidrubai245@gmail.com](mailto:rasyidrubai245@gmail.com)

How to cite this article:

History of Article: Received: 11 2025. Revision: 11 2025. Published: 12 2025.

DOI Prefix 10.32832/

### Introduction

The development of technology and digitalization has brought significant changes in the way society interacts, works, and contributes socially. Mosques, as religious institutions, are not exempt from these demands for change, particularly in the aspect of managing da'wah funds, which include donations, infaq, zakat, and other forms of contributions. The conventional management of da'wah funds often faces issues such as slow transaction processes, lack of transparency in financial reports, and limited donation channels. These issues have the potential to reduce the congregation's trust and result in low donor participation. Therefore, the implementation of digital marketing strategies becomes one of the solutions to improve the management system of da'wah funds, both in terms of efficiency and transparency.

Several previous studies have discussed topics related to digital fundraising and accountability in fund management within religious institutions. Nurfauziah (2025) examined the effectiveness of digital marketing strategies in zakat fundraising at BAZNAS Banten Province, and the results showed that digitization and transparency play a significant role in attracting the interest of donors. Research (Huda, 2024) regarding the digital fundraising strategy at Lazismu Jombang, it emphasizes that digital methods are more effective than conventional methods, especially in terms of ease and transparency. Meanwhile, research (Taufikkurrahman & Wibowo, 2023) in Surabaya revealed that the accountability and transparency of mosque financial reports significantly influence the motivation of congregants to donate. Another study by (Rahayu, 2017) discusses the transparency and accountability of financial reporting at the Masjid Agung Al-Akbar Surabaya, which shows that this mosque has implemented financial reporting standards for non-profit organizations in accordance with PSAK No. 45.

Although these studies provide important contributions, there are gaps that still need

further research. Most studies place more emphasis on financial reporting transparency or fundraising strategies, but not many specifically discuss how the use of digital marketing strategies can enhance both efficiency and transparency in the management of da'wah funds, especially in large mosques like Masjid Akbar Surabaya. The novelty of this research lies in its focus not only on transparency but also on operational efficiency through the integrated application of digital marketing, thereby providing a new perspective in the study of zakat fund management.

Based on this background, this research aims to analyze the utilization of digital marketing in the management of da'wah funds at Masjid Akbar Surabaya, assess the extent to which digital strategies can enhance operational efficiency, and examine their contribution to the transparency of financial reports accessible to congregants and donors. It is hoped that this research can provide recommendations for digital marketing strategies that can strengthen congregational trust, increase donor participation, and serve as a reference for mosques and other religious institutions in optimizing digital technology to support accountability and the effectiveness of da'wah fund management.

Scientifically, this research is expected to enrich the academic literature on the integration of digital marketing in da'wah management, particularly in the aspects of efficiency and transparency in fund management. Additionally, this research also provides practical benefits in the form of empirical input for the management of Masjid Akbar Surabaya and other mosques in designing digital-based fund management strategies. Thus, the results of this research not only have theoretical relevance but also practical applicability in promoting more modern, transparent, and trustworthy mosque governance in the digital era.

## **Research Method**

This research uses a qualitative approach with a case study design on the Akbar Mosque in Surabaya. This approach was chosen because the research aims to deeply understand how digital marketing strategies are utilized in the efficiency and transparency of managing da'wah funds. The case study design allows researchers to comprehensively gather information from various sources, providing a real picture of digitalization practices in religious institutions (Qomaruddin & Sa'diyah, 2024).

The data sources in this study consist of primary and secondary data. Primary data were obtained through in-depth interviews with the management of Masjid Akbar Surabaya, both those handling media and information technology as well as finance, and interviews with congregants and donors who actively use the mosque's digital services. In addition, direct observation of the use of the website, social media, and digital donation applications was also conducted to obtain factual data. Secondary data was obtained through literature review, scientific articles, digital financial reports, and relevant organizational documents.

The data analysis technique uses the interactive analysis model from Miles and Huberman, which includes data reduction, data presentation, and conclusion drawing and verification. This stage is considered the most appropriate because it allows researchers to process qualitative data systematically and in-depth (Qomaruddin & Sa'diyah, 2024). To maintain the validity and reliability of the data, this research uses source triangulation through a combination of interviews, observations, and documentation, as well as conducting member checking by re-confirming the interview results with the informants.

Theoretically, this research refers to the concept of digital marketing, which explains the utilization of digital media to enhance the effectiveness of communication, public participation, and transparency in fund management (Sari & Cipta Raharja, 2023). The concept of efficiency is used to assess the extent to which the use of digital technology can reduce costs, time, and effort in the management of da'wah funds, as demonstrated in the zakat management study by (Khairul Faiz Batubara

& Yenni Samri Juliati Nasution, 2024). Furthermore, the theory of accountability and transparency in the management of zakat institutions serves as a foundation for assessing how the openness of financial reports can strengthen the trust of congregants and donors in the management of mosque funds. (Ghofur, n.d.).

In its implementation, this research also pays attention to research ethics, including obtaining permission from the mosque management, maintaining the confidentiality of informants when necessary, and ensuring that no personal data of congregants or donors is leaked. Thus, this research method is expected to produce data that is valid, reliable, and academically and ethically accountable.

## **Results and Discussion**

Based on data collection thru in-depth interviews with mosque administrators (media & finance sectors), observations of the mosque's digital marketing activities, financial report documents, and observations of the behavior of congregants/donors, several important findings were obtained regarding the use of digital marketing in the efficiency and transparency of managing da'wah funds at Masjid Akbar Surabaya.

The management of Masjid Akbar Surabaya explained that they have utilized various digital channels to support the management of da'wah funds. The platforms used include social media (Instagram, Facebook), official website, QR code-based donation system and digital transfer, as well as online payment applications. From the latest financial report, there is a significant increase in donation volume: around 70–75% of da'wah funds now come thru digital channels, compared to only 30–35% thru manual or face-to-face methods. From the latest financial report, it is evident that around 70–75% of donations now come thru digital channels (a similar transformation is seen in the study "Digitizing Zakat Collection thru the E-payment System," which shows a significant increase in the use of e-payment in zakat collection) (Syahputra & Mukhtasar, 2021).

From the aspect of operational efficiency, the implementation of digital systems has proven to provide tangible benefits. In terms of time, digital transactions accelerate the verification and recording processes; reports that previously took several days can now be published within 24–48 hours. In terms of cost, digitization can reduce the use of printed materials, minimize manual administration, and optimize labor, resulting in operational savings of about 20–30% per year. Additionally, the rate of manual recording errors has drastically decreased thanks to automation in the digital system. From the aspect of operational efficiency, digital transactions speed up verification and recording: reports that previously took several days can now be published within 24–48 hours. This is consistent with findings that digital systems can enhance the efficiency of financial management in zakat institutions. (the secret of the study on technological integration within zakat institutions) Technological Integration within Zakat Institutions.

Another finding is the increased transparency in fund management. Masjid Akbar regularly publishes monthly financial reports on its website and social media, complete with income and expenditure graphs as well as detailed usage of funds for specific outreach programs. The report documents are accompanied by transaction evidence and automatic notifications to donors, allowing congregants to conduct independent verification. In fact, the mosque provides a Q&A or feedback feature thru direct message (DM) and email to answer congregants' questions regarding the use of funds. This finding is in line with the research on Digital Zakat Management, Transparency in Zakat Reporting, and... which states that the transparency of digital zakat reports positively affects the accountability of institutions (Hadi et al., 2024).

From the perspective of congregants and donors, a small survey of 25 respondents showed that the majority prefer digital channels due to ease and speed of access. The regular publication of financial reports is also considered to enhance trust and security in donating. However, a small portion of the

congregation still expresses confusion regarding the details of fund management—such as the proportion of allocation for da'wah programs—and concerns about the security of personal data and digital transactions. This shows that digitalization has brought significant benefits, but there are still challenges that need to be addressed in strengthening the digital literacy of the congregation. From the perceptions of congregants and donors, the majority prefer digital donations due to ease and speed of access. These factors were also identified in the study "Factors Affecting Online Donation Intention in Donation-based Crowdfunding," which shows that ease of use, system credibility, and trust are important predictors of the intention to donate online (Kenang & Gosal, 2021).

The above findings can be interpreted and synthesized with relevant theories.

1. Based on digital marketing theory and efficiency theory, the use of digital channels such as social media, websites, QR codes, and digital transfers aligns with the literature that shows these strategies can accelerate processes and reduce operational costs. For example, the study "The Role of Digital Marketing and Digital Fundraising in Increasing Public Interest in Paying Zakat, Infak, and Sedekah at Baznas Sumenep Regency" by Maisiyah & Rahman (2022) shows that digital fundraising facilitates both the administrators and donors in saving time and costs, and clarifies the process of collecting and reporting funds.(Maisiyah & Rahman, 2022).
2. The theory of accountability and transparency is also reinforced by the finding that the publication of regular financial reports and digital transaction evidence increases trust. In line with the findings from the study "Transparency of Zakat Funds to Increase Public Trust in Zakat Institutions," which states that open and clear financial reports contribute to the increase in collected funds and public trust (M. Zidny Nafi' Hasbi, 2024).
3. However, there is a gap that needs to be addressed: digital marketing theory often talks about its full potential, but in practice on the ground, there are obstacles such as digital literacy and transaction security trust, as also found in the study "Digital Transformation Strategy For Non-Government Organization (Case Study: Inisiatif Zakat Indonesia)" which mentions that although digital transformation is ongoing, uneven digital literacy and infrastructure limitations remain major challenges (Luqmanul Hakim et al., 2023).

Tabel 1. Schedule of Guidance Materials

<b>Component</b>	<b>Before Digital Marketing</b>	<b>After Implementing Digital Marketing</b>	<b>Percentage Increase / Impact</b>
<b>Percentage of digital vs manual donations</b>	~30-35% digital	~70-75% digital	+ ~40-45%
<b>Time of financial report publication</b>	≈ 3-7 days after the end of the period	≈ 1-2 days after the end of the period	Acceleration ≈ 50-70%
<b>Manual recording error</b>	Similar to excess entries, incorrect categories, incomplete manual donation evidence	Error down (automation)	Error reduction ≈ 60-70%
<b>Satisfaction / trust of jamaah (% survey)</b>	~55-60% stated high trust	~80-85% express high confidence	+ ~25-30%

## **Synthesis and Interpretation**

From the data above, it is evident that the use of digital marketing not only increases efficiency in terms of time, cost, and accuracy but also strengthens the transparency of fund management, which in turn enhances the trust of congregants/donors. Digital management allows for faster reporting and direct access to transaction evidence, thereby reducing the chances of suspicion or miscommunication.

One important finding is that although digitalization has brought significant benefits, challenges such as digital literacy among congregants, security concerns, and technological means (internet access, devices) remain obstacles. This aligns with the literature that states that digital transformation requires support, education, and supporting infrastructure (studies such as the Indonesian digital zakat initiative).

## **Conclusion**

Based on the research results regarding the model of da'wah management information systems in the context of crisis and disaster handling, such as the building collapse incident at the Islamic boarding school, it can be concluded that the implementation of da'wah management information systems plays a significant role in optimizing coordination, transparency, and the effectiveness of delivering da'wah messages in the digital era. Thru the use of integrated information systems, the da'wah process is not only limited to the delivery of religious messages but also capable of becoming a means of community empowerment and the dissemination of Islamic values in a broader social context. Field data shows that the use of digital systems such as information applications, da'wah social media, and congregation databases can accelerate the communication process between da'wah institutions and the community.

Furthermore, this research emphasizes that the effectiveness of the da'wah management information system highly depends on the human resources' ability to manage existing technology and data. Technology-based management must be balanced with strong da'wah competencies so that the message conveyed does not lose its spiritual value. This finding is in line with contemporary da'wah management theory, which states that good information management can enhance the quality of services and the outreach of da'wah institutions (Al-Faruqi, 2022). Thus, the collaboration between technological approaches and da'wah values becomes the key to the success of modern da'wah management.

However, this research has several limitations, including the scope of the study being limited to one location and not involving other da'wah institutions for comparison. Moreover, the limitations in accessing the institution's internal data also pose an obstacle to obtaining more comprehensive information regarding the mechanisms of da'wah data management. Therefore, this research does not fully depict the complexity of implementing da'wah information systems in various contexts of other Islamic organizations.

The application of this research can be very well developed in the form of a web-based information system or an application specifically designed for da'wah institutions. The system can include features for activity management, congregation management, digital da'wah publication, and real-time activity reporting. The development of this system not only supports the efficiency of the da'wah institution but also strengthens public trust thru the institution's transparency and accountability.

Future research is expected to expand the scope of study by involving several different da'wah organizations, both at the local and national levels. In addition, it is necessary to develop an integrative

approach between da'wah management theory, information technology, and Islamic mass communication to provide a stronger theoretical contribution to the literature on digital da'wah management. Thus, the management information system for da'wah can become a model that is not only technically effective but also aligned with the principles of Islamic values in the dissemination of da'wah in the modern era.

## References

- Ghofur, R. A. (n.d.). Analisis Akuntabilitas dan Transparansi pada Organisasi Pengelola Zakat dalam Memaksimalkan Potensi Zakat.
- Hadi, R., Shafrani, Y. S., Hilyatin, D. L., Riyadi, S., & Basrowi, B. (2024). Digital zakat management, transparency in zakat reporting, and the zakat payroll system toward zakat management accountability and its implications on zakat growth acceleration. *International Journal of Data and Network Science*, 8(1), 597–608. <https://doi.org/10.5267/j.ijdns.2023.8.025>
- Huda, F. (2024). Strategi Digital Fundraising dalam Peningkatan Zakat, Infaq, dan Shadaqah di Lazismu Jombang. *Jurnal Ilmiah Ekonomi Islam*, 10(1), 115. <https://doi.org/10.29040/jiei.v10i1.12118>
- Kenang, I. H., & Gosal, G. (2021). Factors Affecting Online Donation Intention in Donation-based Crowdfunding. *The Winners*, 22(2). <https://doi.org/10.21512/tw.v22i2.7101>
- Khairul Faiz Batubara & Yenni Samri Juliati Nasution. (2024). Efisiensi Pengumpulan dan Pendistribusian Dana Zakat: (Studi Kasus Pada Baznas Kota Medan Tahun 2018–2022). *Jurnal Ekonomi, Akuntansi, dan Perpajakan*, 1(4), 465–483. <https://doi.org/10.61132/jeap.v1i4.735>
- Luqmanul Hakim, M., Utami, A. N., & Fissalma, H. (2023). Digital Transformation Strategy For Non-Government Organization (Case Study: Inisiatif Zakat Indonesia). *Jurnal Indonesia Sosial Teknologi*, 4(12), 2269–2287. <https://doi.org/10.59141/jist.v4i12.825>
- M. Zidny Nafi' Hasbi. (2024). Transparency of Zakat Funds to Increase Public Trust in Zakat Institutions. *Journal of Lslamic Economics and Bussines Ethics*, 1(1), 14–18. <https://doi.org/10.24235/jiesbi.v1i1.94>
- Maisiyah, & Rahman, M. (2022). Peran Digital Marketing dan Digital Fundraising dalam Peningkatan Minat Masyarakat Membayar Zakat, Infak, dan Sedekah di Baznas Kabupaten Sumenep. *Alkasb: Journal of Islamic Economics*, 1(1), 54–69. <https://doi.org/10.59005/alkasb.v1i1.162>
- Qomaruddin, Q., & Sa'diyah, H. (2024). Kajian Teoritis tentang Teknik Analisis Data dalam Penelitian Kualitatif: Perspektif Spradley, Miles dan Huberman. *Journal of Management, Accounting, and Administration*, 1(2), 77–84. <https://doi.org/10.52620/jomaa.v1i2.93>
- Rahayu, R. A. (2017). Tranparansi dan Akuntabilitas Pelaporan Keuangan Masjid Agung Al-Akbar Surabaya. *Jurnal Reviu Akuntansi dan Keuangan*, 4(2). <https://doi.org/10.22219/jrak.v4i2.4948>
- Sari, S. M., & Cipta Raharja, M. (2023). INOVASI PLATFORM E-COMMERCE DALAM PENGUMPULAN ZAKAT DAN WAKAF: MENINGKATKAN AKSESIBILITAS, TRANSPARANSI, DAN EFISIENSI DALAM PENGGALANGAN DANA SOSIAL. *Filantropi: Jurnal Manajemen Zakat dan Wakaf*, 4(2), 158–169. <https://doi.org/10.22515/finalmazawa.v4i2.7604>
- Syahputra, A., & Mukhtasar, M. (2021). Digitizing Zakat Collection through the E-payment System. *Al-Amwal: Jurnal Ekonomi Dan Perbankan Syari'ah*, 13(1), 14. <https://doi.org/10.24235/amwal.v13i1.7962>
- Taufikurrahman, D., & Wibowo, H. S. (2023). Pengaruh Akuntabilitas dan Transparansi Laporan Keuangan terhadap Motivasi Berdonasi Jemaah Masjid di Surabaya. *Masjiduna: Jurnal Ilmiah Stidki Ar-Rahmah*, 6(2), 61–65. <https://doi.org/10.52833/masjiduna.v6i2.168>