

East Java Baznas Management in Increasing the Effectiveness of Zakat Management Through Zakat Digitalization

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ABSTRACT

This research discusses the management of zakat digitalization at BAZNAS East Java, which has successfully implemented four management functions: planning, organizing, implementing and monitoring. The planning function includes strategies in payments, campaigns, services and zakat content, while organizing is seen in collaboration with central BAZNAS, between fields, as well as involving internship students. Implementation is carried out through digitalization of payments, campaigns and zakat services, while supervision is carried out through data analysis on social media platforms such as Instagram. Using a case study approach and qualitative methods involving observation, interviews and documentation, this research shows that digitalization of zakat is able to significantly improve zakat management and increase the effectiveness of BAZNAS East Java in meeting zakat collection targets. The digitalization of zakat at BAZNAS East Java has proven to be effective, marked by an increase in annual zakat collection of IDR 13 billion. Digital technology allows increased efficiency in zakat collection and dissemination of information to the public. The main obstacle faced is that there is no special division that handles zakat digitization. As a solution, this research recommends the formation of a special division to focus on developing and managing the digitalization of zakat to make it more optimal.

Keywords: Zakat Digitalization Management, Effectiveness, BAZNAS East Java

INTRODUCTION

Islam, with the noble teachings contained in it, aims to maintain the interests of humanity, especially in eradicating poverty. The issue of poverty is an important issue in the Islamic religion, which is reflected in the third pillar of Islam, namely zakat. The poor and needy are the first groups mentioned in the provisions for zakat recipients (mustahik) in the Koran. The importance of this group is due to the fact that poverty can be the beginning of various social problems, such

as crime, lack of education, health, and even apostasy.

The obligation of zakat has been implemented since the time of the Prophet Muhammad SAW, and this continues to be implemented by Muslims. In Indonesia, which by 2024 is estimated to have the second largest Muslim population in the world (World Population Review, 2024), there is great potential for the collection, management and distribution of zakat. Effective collection and distribution of zakat can have a significant impact in overcoming social problems and improving community welfare.

The national zakat collection target in 2024 reaches IDR 10.41 trillion, with BAZNAS RI targeting IDR 1.02 trillion (Indonesian Zakat Outlook, 2024). Public awareness of zakat is very important, and the government has issued Law Number 23 of 2011 concerning Zakat Management as an effort to increase the collection of zakat funds (BPK, 2011). For optimal zakat management, a special institution is needed that can manage zakat professionally, transparently and accountably.

Management of zakat by the government is very important to ensure certainty and discipline in zakat payments. Zakat management institutions, such as BAZNAS, are responsible for collecting, distributing and utilizing zakat funds. Apart from that, the development of the COVID-19 pandemic has forced zakat institutions to adapt by carrying out digital transformation. Surveys show that the use of digital means to donate is increasing, indicating changes in people's donation patterns.

The entry into the era of society 5.0 has brought technological innovations, such as Financial Technology (FinTech), which has made the process of collecting zakat funds easier. Internet usage in Indonesia will reach 78.19% in 2023 (APJII, 2023), indicating that there is great potential to utilize digital technology in managing zakat. With the existence of a digital system, collecting zakat funds becomes more efficient and effective.

Even though the digitalization of zakat continues to develop, there are still many people who prefer to pay zakat directly. Therefore, zakat institutions need to combine digital and conventional payment systems to maximize zakat collection. The application of digitalization to Zakat, Infaq and Alms (ZIS) not only makes collection easier, but also increases transparency and accountability in zakat management.

The use of digital technology in zakat transactions, such as e-money, has

shown significant growth. GoPay, as a digital wallet, has become one of the best platforms for collecting zakat. The results of the digitization of zakat show a tremendous increase in digital collection of zakat funds. BAZNAS notes that digital zakat collection has increased 320-fold in the last six years (ISEF, 2023).

This research aims to provide a comprehensive understanding to policy makers, zakat institutions and stakeholders about the challenges and solutions in effective zakat management in Indonesia. By exploring the role of technology and proposing a robust framework, this research contributes to the discourse of improving zakat management practices, transparency, and accountability, as well as maximizing the social impact of zakat.

LITERATURE REVIEW

The operational definition in this research focuses on terms that are relevant to the thesis title "East Java BAZNAS Management in Increasing the Effectiveness of Zakat Management Through Zakat Digitalization." Zakat management includes all zakat management activities which include planning, implementing and coordinating the collection, distribution and utilization of zakat. This is in accordance with Republic of Indonesia Government Regulation Number 14 Of 2014 which regulates zakat management (PPRI, 2014). Digitalization of zakat, as stated by the Indonesian Journal of Innovation Studies, refers to the practice of paying zakat online. This step aims to increase muzakki's interest in giving zakat through amil zakat institutions, which is expected to expand the reach of zakat collection and facilitate access for the community to fulfill their zakat obligations.

Effectiveness in the context of this research refers to the extent to which the results achieved by BAZNAS East Java are in accordance with the plans that have been established. Based on PSAK No. 109, effectiveness is an indicator of the

performance of zakat institutions, which reflects success in managing zakat and its impact on empowering communities that receive zakat (PSAK, No. 109).

METHODOLOGY

This research adopts a qualitative approach with a case study type to explore and analyze the phenomena that occur in digital zakat collection at BAZNAS East Java. As explained by Sukmadinata, qualitative research aims to describe and analyze events, social activities, attitudes, beliefs and views of individuals and groups in depth. In this context, a case study approach was chosen to thoroughly explore events, programs, processes and activities related to digital zakat collection, so that researchers can carry out detailed and continuous data collection. This research was carried out at BAZNAS East Java which is located in the Islamic Center Building, Surabaya, during the period 21 November 2023 to 14 June 2024. The research focus was on subjects consisting of staff who were directly involved in zakat collection, especially in the context of digital fundraising. Through selecting this subject, researchers hope to uncover the challenges and best practices that exist in digital zakat management, as well as understand how technology influences the zakat collection and distribution process.

In terms of data collection, this research relies on qualitative data arranged in the form of words, sentences and images, according to Sugiyono's explanation. There are two main data sources in this research: primary data and secondary data. Primary data was obtained directly from the research site through observations, interviews and documentation carried out on BAZNAS employees from various fields, including the General Sector, Zakat Collection Sector and Zakat Distribution Sector. This primary data collection allows researchers to gain direct insight into the work dynamics and challenges faced by staff in digital zakat collection. On the other hand,

secondary data is obtained from various sources such as books, magazines, financial reports, company publications, as well as documents and records that are relevant to the research problem. This secondary data functions to provide context and support for the findings obtained from primary data, so that the analysis results become more comprehensive and in-depth.

The data collection techniques used in this research consisted of observation, interviews and documentation. Observations are carried out in the form of passive participatory observation, where the researcher is involved in activities in the field without interfering in the process being observed. This approach allows researchers to directly observe the behavior and interactions of BAZNAS staff in collecting digital zakat. Structured interviews were also conducted to gain deeper information regarding staff experiences and views regarding digital zakat management. In this case, structured interviews provide a systematic guide that helps researchers obtain consistent and relevant data. Documentation, as an additional data collection technique, involves collecting information from archives and documents related to zakat management policies and practices at BAZNAS. After the data is collected, analysis is carried out by following the steps proposed by Miles and Huberman, which include data collection, data reduction, data presentation, data analysis, and drawing conclusions. Through this analysis process, researchers can summarize and organize data into significant patterns and categories, so that themes can be found that are relevant to the research objectives.

In the context of analysis, source triangulation is an important method for increasing the credibility of the data obtained. This triangulation is carried out by comparing information from various data sources, such as interviews, archives and other documents, to ensure the

accuracy and consistency of the information. This process not only aims to check the validity of the data, but also to enrich the researcher's understanding of the phenomenon being studied. Conclusions were drawn after data analysis, where the researcher summarized key findings related to the effectiveness of zakat management through digitalization. Thus, it is hoped that the research results can make a significant contribution to the development of zakat collection practices at BAZNAS, as well as offer useful recommendations for increasing the effectiveness and efficiency of digital zakat management in the future. This research not only provides an in-depth overview of the conditions of zakat management at BAZNAS East Java, but is also expected to contribute to academic literature and field practice in the field of zakat collection and digitalization.

RESULTS

The data findings in this research are the result of interviews from BAZNAS sectors in East Java province, among others:

1. Zein Azhar Ramadan as special collection staff for digitizing zakat for BAZNAS East Java province
2. Suci Maizaroh as administrative, general and HR staff, specialist in BAZNAS zakat digitization content for East Java province
3. Danita as BAZNAS zakat distribution staff for East Java province

General description of BAZNAS East Java Province

BAZNAS East Java Province has a long history of collecting zakat, starting from the Dutch colonial period when zakat management was regulated through a Dutch government decree regarding Religious Courts. In the New Order era, the Indonesian Government issued regulations number 4 and 5 of 1968 which established the Amil Zakat, Infaq and

Alms Agency (BAZIS) and Baitul Maal at various levels. In this context, BAZIS East Java Province was formed based on Governor's Decree No. Wm.02.05/BA.03.2/0556/1992, and officially ratified on July 3 1992. However, BAZIS has not been able to optimize the management of zakat, infaq and alms, until Law no. 38 of 1999 which changed it to Badan Amil Zakat (BAZ). Furthermore, through Governor's Decree no. 188/68/KPTS/013/2001, BAZ East Java was established to replace BAZIS and improve effective zakat management. With the updating of Law no. 38 of 1999 became Law no. 23 of 2011, the government played a more active role in regulating zakat, so that BAZ East Java was transformed into BAZNAS East Java, which aims to collect, manage and utilize zakat in a professional and transparent manner.

BAZNAS East Java has strategic objectives to increase public awareness in carrying out zakat worship, increase the role of religious institutions to achieve social welfare, and increase the results and effectiveness of zakat. BAZNAS's vision is to become a trustworthy and professional zakat, infaq and alms management institution. In achieving this vision, BAZNAS's mission includes optimizing the collection of zakat, infaq and alms through education and information to the people, as well as maximizing the distribution of zakat funds for community welfare. In addition, BAZNAS is committed to empowering mustahik and muzaki while remaining guided by Islamic law in every aspect of zakat, infaq and alms management. With clear goals and missions, BAZNAS East Java strives to create a better zakat management system and provide a positive impact on society.

Management of the implementation of zakat digitalization at BAZNAS East Java Province is an important milestone in increasing the effectiveness and efficiency of zakat

collection and management amidst rapid technological developments. In this digital era, BAZNAS realizes that a mature and planned strategy is needed to reach the wider community. In this context, there are four main pillars that are the focus of BAZNAS in planning the digitalization of zakat: payments, campaigns, services and content.

First, in terms of payments, BAZNAS has adapted a more modern transaction method, shifting from a conventional cash-based system to a more flexible digital solution. Through collaboration with various leading banks, BAZNAS facilitates muzakki to make transfers through their bank accounts, which has become commonplace in society. Apart from that, the implementation of QRIS (Quick Response Code Indonesian Standard) is an important innovation, enabling people to pay zakat quickly and practically just by scanning the code. Furthermore, the use of e-money was also introduced to provide convenience in transactions for the millennial generation who are more comfortable with digital payment systems. With all these options, BAZNAS hopes to attract more muzakki to participate in zakat collection effectively.

Second, in the campaign aspect, BAZNAS not only acts as a zakat collecting institution, but also as a proactive educational agent. Through the use of social media, television and other digital platforms, BAZNAS runs various campaigns aimed at increasing public awareness about the importance of zakat. This campaign is designed attractively by prioritizing strong visual elements and copywriting, and is accompanied by relevant arguments from the Koran and hadith. With this approach, BAZNAS hopes to encourage muzakki to understand their zakat obligations and invite them to distribute zakat through BAZNAS, which has been trusted to distribute zakat to empowering programs.

Third, in terms of service, BAZNAS is committed to providing a satisfying experience for muzakki. Providing responsive, transparent and friendly services is a priority so that people feel comfortable and confident when carrying out zakat transactions. BAZNAS strives to establish good communication with muzakki, provide easily accessible channels for consultation, and ensure that any questions or complaints are handled quickly and efficiently. With this effort, BAZNAS not only increases public trust, but also builds long-term, mutually beneficial relationships.

Finally, in the context of content, BAZNAS realizes the importance of presenting structured and interesting information. For this reason, they put together a well-planned content schedule, which includes various types of content, such as routine information about paying zakat during “payday week” and inspirational content about mustahiq zakat. This content does not only aim to provide information, but also to arouse people's empathy and concern for others. With this comprehensive approach, BAZNAS East Java Province not only aims to increase zakat collection, but also contribute to community empowerment, create a positive cycle in alleviating poverty, and make zakat a strategic instrument in achieving sustainable social welfare. Through integrated and responsive management, BAZNAS is ready to be at the forefront of modern and efficient zakat management.

Organizing the management of zakat digitalization at BAZNAS East Java Province plays a very strategic role in ensuring the effectiveness and efficiency of the zakat program being implemented. This process not only involves the internal structure of the organization, but also includes collaboration with various parties, thereby creating a network that supports each other in order to achieve common goals. At BAZNAS East Java, there are three main areas directly involved in

managing zakat digitalization: the collection sector, the distribution sector, and the program development sector. Each field has a different but complementary function. For example, the collection sector is tasked with designing creative digital marketing strategies, such as the use of social media, online advertising, and campaigns through influencers to reach more muzakki. On the other hand, the distribution sector plays an important role in ensuring that the zakat funds collected can be distributed quickly and on target, as well as monitoring and evaluating the programs being implemented to ensure the impact can be felt by mustahiq.

Collaboration between BAZNAS East Java and central BAZNAS is a key element in organizing the digitalization of zakat. In this collaboration, central BAZNAS not only provides standardized promotional content templates, but also offers training and workshops on effective digital strategies. This allows BAZNAS East Java to learn from best practices that have been implemented in various regions, as well as utilize the latest technology to improve zakat management performance. Thus, this collaboration encourages sustainable knowledge transfer and creates synergy in zakat management throughout Indonesia.

One of the innovations that emerged from this collaboration is the implementation of regular digital campaigns that educate the public about zakat obligations, as well as the importance of choosing BAZNAS as a trusted zakat management institution. In this case, visual aspects and content are given great attention, where BAZNAS East Java creates interesting and informative material, including the use of graphics, videos and inspiring stories about mustahiq who have been successfully empowered through zakat. Apart from that, placing a clear call to action in each campaign material serves to

make it easier for muzakki to make zakat payments digitally.

The involvement of intern students, especially from generation Z who understand more about technology, has had another positive impact in organizing the digitalization of zakat at BAZNAS East Java. These students not only provide fresh ideas, but also help in creating content that is relevant and in line with current societal preferences. They can contribute to social media management, campaign data analysis, and designing attractive visual content. The involvement of the younger generation is very important because they are agents of change who can bridge communication between BAZNAS and millennials and Gen Z, who are expected to become muzakki in the future. With this approach, BAZNAS East Java hopes to not only increase public awareness about zakat, but also to build a sustainable zakat culture.

Overall, structured and collaborative organization in BAZNAS East Java Province is the key to creating a zakat management system that is more transparent, accountable and responsive to community needs. By utilizing digital technology and collaborating with various parties, BAZNAS East Java not only increases operational efficiency, but also strengthens relationships with muzakki and mustahiq, and creates a wider social impact in empowering the community. This initiative reflects BAZNAS' commitment to adapt to changing times and ensure that zakat can provide optimal benefits for society, especially in the ever-growing digital era.

BAZNAS East Java Province is carrying out the actuating stage in digitizing zakat in a comprehensive and structured manner, in accordance with previously prepared plans. One of the main steps taken is the provision of various zakat payment methods that utilize digital technology. This method includes bank transfer, QRIS, and e-money, making it easier for muzakki to make zakat

payments according to their preferences. With the increasing use of technology among society, BAZNAS realizes the importance of adapting and offering easy access to zakat payments. This step not only speeds up the payment process, but also has the potential to increase community participation in paying zakat.

Apart from that, BAZNAS East Java also launched a creative educational campaign via WhatsApp Blast. This campaign aims to disseminate information related to zakat, provide the public with a better understanding of their obligations, and encourage them to pay zakat through BAZNAS. Through this approach, BAZNAS hopes that the public will be more aware of the important role of zakat in helping others and supporting existing social programs.

Service to the community is also the main focus of BAZNAS in its efforts to digitize zakat. They use social media, such as WhatsApp and Instagram, to provide consultations regarding zakat issues. In this way, people can ask questions and get accurate information regarding their zakat obligations. Apart from that, BAZNAS also uses social media as a means to build personal relationships with the community, such as sending birthday greetings to muzakki. This initiative not only increases friendship, but also shows that BAZNAS cares about the communities it serves.

Content creation is also carried out with full attention, following a predetermined schedule. The content created covers various topics, ranging from the latest information about zakat to testimonials from mustahiq who have received assistance. By presenting relevant and interesting content, BAZNAS hopes to attract people's attention and motivate them to be more active in giving zakat.

In the controlling stage, BAZNAS utilizes the insight feature on Instagram to monitor the performance of published content. By using the data obtained from this analysis, BAZNAS can evaluate the

public's response to each published content. If there is content that does not attract attention, BAZNAS will make modifications to increase its appeal. Through this data-based approach, BAZNAS seeks to ensure that every zakat campaign carried out is more effective and relevant to the community. With planned and measurable steps in this actuating stage, BAZNAS East Java is not only trying to increase zakat collection, but also building closer and mutually beneficial relationships with the community.

Effectiveness of Zakat Digitalization in BAZNAS East Java Province

The digitalization of zakat in BAZNAS East Java Province has been a significant step in making it easier for people to fulfill their zakat and alms obligations, especially for smaller amounts. By utilizing digital technology, the zakat payment process, which was previously considered complicated and time-consuming, can now be done more practically, either via bank transfer, QRIS or e-money. This not only provides convenience to the community, but also increases the effectiveness of zakat collection. Data shows that in 2023, BAZNAS East Java Province recorded a significant increase in zakat collection, from IDR 34,835,368,434 in 2022 to IDR 47,325,727,433. Digitalization contributes around 10% of total zakat collection, while the other 90% comes from mandatory zakat deductions applied to State Civil Apparatus (ASN) within the East Java Provincial Government.

Table 1. East Java BAZNAS Zakat Digitization Obtained

Pengumpulan Zakat BAZNAS Jatim	
Tahun	Jumlah (Rp)
2022	3.483.536.843
2023	4.732.572.743

Source: East Java BAZNAS Collection Sector

This increase shows that people are starting to realize the importance of zakat and are more open to using digital platforms to fulfill it. BAZNAS East Java's success in implementing the digitalization of zakat also received recognition from central BAZNAS, where they won two BAZNAS Awards in the best digital office category. This award reflects the various initiatives and activities carried out by BAZNAS East Java, as well as their ability to upload information and activities quickly and efficiently onto digital platforms. People who are increasingly familiar with technology are also increasingly helped by the existence of consultation services via social media, which allows them to ask questions and get information about zakat easily. Thus, digitalization of zakat not only plays a role in facilitating transactions, but also in increasing community participation in zakat collection, so that BAZNAS East Java Province is able to achieve higher targets in transparent and accountable zakat management.

Challenges in Implementing Zakat Digitalization in BAZNAS East Java Province

Even though BAZNAS East Java has shown significant progress in digitizing zakat, major challenges remain in implementing this process. One of the main challenges is that we are still in the stage of building the digital infrastructure needed to support optimal zakat management. The digitalization process, which was stopped and only started again from zero in December 2022, means that BAZNAS East Java has to work hard to catch up caused by this condition. In addition, there are obstacles in communication and coordination between various fields in BAZNAS, which often results in a lack of effective exchange of information to support the creation of relevant and interesting content. Employees tasked with producing content are often forced to do other tasks, resulting

in less than optimal content creation. This is a challenge in itself, because interesting and informative content is very important to attract people's attention and increase their awareness of their zakat obligations. Despite facing these various challenges, BAZNAS East Java remains committed to building public awareness about the importance of zakat. Efforts made include continuing to disseminate information regarding the results of BAZNAS programs, so that the public can be assured that the zakat they pay will be distributed appropriately and used for purposes that benefit the recipient. Building public trust in zakat management is one of the main focuses of BAZNAS East Java in facing these challenges.

Solutions implemented to overcome the challenges of Zakat digitalization in BAZNAS East Java Province

In an effort to overcome the challenges faced in the zakat digitalization process, BAZNAS East Java has adopted several strategic solutions which are expected to speed up and simplify the implementation of this digitalization. One of them is increasing collaboration between fields within the organization, where the content team is expected to be able to coordinate well with the zakat distribution and collection sector in compiling content that is relevant, interesting and informative. Good collaboration between teams is very important so that the information conveyed is not only accurate but also reflects the activities taking place in the field. In addition, one of the proposed solutions is the establishment of a special division that focuses on digitizing zakat. With this new division, each staff can be more focused and maximal in carrying out their responsibilities in their respective fields, so it is hoped that they can increase productivity and creativity in creating digital content. The formation of this division is also expected to accelerate the overall digitalization process, as well as

maximize the potential of existing human resources. Through these steps, BAZNAS East Java seeks not only to strengthen the foundation of zakat digitalization, but also to increase public trust in zakat management that is more transparent, efficient and responsive to their needs. Success in overcoming this challenge will be the key for BAZNAS East Java to continue to develop and provide a positive impact on society in terms of zakat management.

DISCUSSION

Management of the Implementation of Zakat Digitalization at BAZNAS East Java Province

The role of the Islamic community, especially in the context of zakat, is very important for the Indonesian economy. With more than 80% of the Muslim population in Indonesia making zakat one of the main pillars in social and religious activities, the need for efficient and effective management in zakat management has become very urgent. BAZNAS East Java Province as a zakat management institution needs to implement appropriate management to ensure smooth operations. One important aspect of this management is the use of digital technology, which has become a demand in today's society. To achieve this goal, understanding the main functions of management such as planning, organizing, implementing and controlling is very vital. Based on interviews with zakat collection staff at BAZNAS East Java, the author conducted an analysis of the zakat digitalization management implemented by this institution.

In the context of planning, BAZNAS East Java realizes that planning for the digitalization of zakat must be based on facts and phenomena that occurred in previous years. This is important for creating realistic assumptions and effective strategies in fundraising. One of the key aspects in this

planning is raising support which includes collecting zakat, infaq and alms funds from individuals and organizations. The success of amil zakat is very dependent on careful strategy and planning, where BAZNAS East Java has prepared several strategic steps in digitalizing zakat. First, in terms of payments, BAZNAS East Java offers various digital payment methods that make things easier for people, such as bank transfers and QRIS, as well as other electronic wallets. By increasing the ease and security of digital transactions, BAZNAS seeks to optimize zakat income, while making it easier for people to fulfill their obligations.

Furthermore, BAZNAS East Java is also carrying out a campaign to increase public awareness of the importance of zakat through digital platforms. This campaign is designed to provide education and information to the public about zakat, the types of zakat available, and their benefits. The use of social media, such as Instagram and TikTok, is an effective tool for disseminating this information, and by doing so, it is hoped that people will be more motivated to participate in the zakat program. Apart from that, services provided through social media are also an important part of efforts to build relationships with the community. By utilizing WhatsApp and Instagram, BAZNAS East Java can provide consultation services regarding zakat, where people can directly ask questions and get answers regarding the zakat problems they face.

Lastly, creating interesting and informative content is the main focus in digitizing zakat at BAZNAS East Java. Good content can build public trust and provide transparency regarding the use of zakat funds. By disseminating relevant content through various digital platforms, BAZNAS hopes to increase public participation in zakat and demonstrate its commitment to transparent and accountable zakat management. Overall, the management of implementing zakat

digitalization at BAZNAS East Java Province shows a planned and systematic approach, by utilizing digital technology to increase efficiency and effectiveness in collecting and distributing zakat, as well as building public awareness of the importance of zakat in improving social welfare.

In the digital era which is increasingly developing rapidly, zakat management at BAZNAS East Java Province is experiencing a significant transformation, which includes various aspects such as organization, implementation and service. George R. Terry in his book basics of management defines organizing as the process of determining, grouping, and arranging activities necessary to achieve predetermined goals (George R. Terry, 2022). In the context of BAZNAS East Java, this organization was realized through the formation of several divisions that specifically focused on digitalizing zakat, which has become a necessity amidst the demands of modern society. One of the divisions that plays an important role is the collection division, which is responsible for attracting funds from the public by utilizing various digital platforms. This division implements attractive fundraising strategies through creative campaigns, by creating informative and educational content, as well as utilizing social media as a means to reach a wider community.

On the other hand, the distribution division has a crucial responsibility in distributing zakat funds in an appropriate, accountable and transparent manner. They also play a role in documenting each zakat distribution process properly so that it can be accountable to the community. The rapid development of technology and information has created a more inclusive atmosphere for people in carrying out zakat transactions, which can now be done digitally without having to go to a physical BAZNAS location. With various payment options, such as bank transfers, QRIS, and

digital wallets, people now have the convenience of paying zakat anytime and anywhere, as well as reducing the risks associated with cash payments.

Implementation of the zakat digitalization strategy at BAZNAS East Java also includes the development of targeted campaigns. In its implementation, BAZNAS does not only rely on traditional methods, but also utilizes modern technology to reach the younger generation who are more familiar with digital media. This is done by collaborating with students who are interns, most of whom are generation Z and are already familiar with various digital platforms that are currently popular. These students play an active role in creating relevant and interesting content, which can increase public awareness about the importance of zakat. Thus, the organization at BAZNAS East Java seeks to maximize collaboration between various parties, both internal and external, to create strong synergy in zakat management.

In terms of implementing the zakat digitalization program, BAZNAS East Java adopts a systematic and planned approach. By providing various easy-to-access payment methods, BAZNAS ensures that the public is not only educated about their zakat obligations, but is also given ease in carrying out transactions. Apart from that, BAZNAS also utilizes social media platforms, such as Instagram and WhatsApp, to provide fast service to the public. Through this media, the public can easily ask questions, get the latest information about zakat, and receive fast responses from BAZNAS. This not only increases service efficiency, but also builds public trust in zakat management institutions.

It cannot be denied that support from the government also plays an important role in encouraging the digitalization of zakat at BAZNAS East Java. The government has launched

various programs that support the transition to a society that uses less cash, thus encouraging the use of digital technology in various transactions, including zakat. On many occasions, BAZNAS often collaborates with local governments to provide outreach about the importance of zakat and how to pay zakat digitally. With this support, BAZNAS East Java seeks to optimize the reach and impact of the zakat programs that have been implemented.

Furthermore, management and supervision of the implementation of zakat digitalization is also a major concern for BAZNAS. By utilizing the insight feature on social media, BAZNAS can monitor and analyze public responses to the content and programs they launch. The data obtained from this feature provides valuable information about what types of content attract the most attention from the public, so that improvements can be made to future content. Thus, the supervision carried out is not only evaluative, but also a means of improving the quality of zakat services and content delivered to the public.

Overall, all efforts made by BAZNAS East Java in digitalizing zakat aim to create a more efficient, responsive and inclusive zakat ecosystem. By using digital technology, BAZNAS not only meets people's needs for zakat, but also strives to educate them about the importance of zakat and its benefits for those in need. Through this integrated approach, BAZNAS East Java is committed to continuing to improve the quality of zakat management, so that it can better achieve its social goals and contribute to economic development and community welfare in East Java.

Research on the effectiveness of zakat digitalization at BAZNAS East Java Province shows that technological innovation plays an important role in improving zakat management. This digitalization aims to make it easier for people to pay zakat and increase the

efficiency of zakat management by BAZNAS. The effectiveness of digitalization is measured based on several criteria according to Cambel J.P, namely program success, target success, level of satisfaction, input and output, and achievement of overall goals (Cambel J.P, 1989).

1. Program Success: BAZNAS East Java runs several digital programs, such as the payday program and the mustahiq profile program, which have been proven to increase zakat income. In addition, this digital program helps convert mustahiq (zakat recipients) into muzakki (zakat givers), showing significant results.
2. Target Success: Digitalization of zakat makes it easier for people to pay zakat. With easy-to-access digital payment methods, there will be a significant increase in zakat collection, from IDR 3.4 billion in 2022 to IDR 4.7 billion in 2023.
3. Community Satisfaction: Digitalization of zakat also increases interaction between the community and BAZNAS. Public perception has changed with the ease of technology, which facilitates the payment and distribution of zakat more transparently and easily.
4. Input and Output Level: Collection of zakat funds increased, with a total of IDR 20.49 billion in January - July 2024, which succeeded in helping 291,981 people. Digitizing zakat also makes BAZNAS's internal management easier, increasing productivity and efficiency.
5. Achievement of Overall Goal: Digitalization of zakat helps BAZNAS achieve its goal of improving social welfare through zakat management. In 2022, BAZNAS East Java distributed IDR 23.7 billion, which will increase to IDR 31.1 billion in 2023.

Digitalization Challenges

Even though the digitalization of zakat at BAZNAS East Java shows good progress, there are still several challenges, such as limited human resources and infrastructure. Digitalization will only start at the end of 2022, and there is no special division to handle this, so employees have to divide their focus between their main tasks and digitalization.

Solution

The proposed solution to overcome this challenge is to increase collaboration between fields and form a special division to handle the digitalization of zakat. With a division that focuses on digitalization, it is hoped that digital zakat management can be more effective and develop more optimally in the future.

SUGGESTION

Based on the description above, there are several suggestions put forward by researchers to overcome obstacles and maximize the management of existing funds.

1. For BAZNAS East Java, it is hoped that a new division will be formed that specifically handles content creation and digital fundraising, so that employee duties can be more focused and maximized.
2. East Java BAZNAS employees are expected to increase good cooperation between fields so that they can support the needs of one field and another.
3. For future researchers, it is hoped that future researchers will be able to develop knowledge related to the process of managing zakat digitization at BAZNAS East Java, noting that the deficiencies in this research should be corrected and used as a reference for even better results.

CONCLUSION

Based on the results of research conducted regarding the management of BAZNAS East Java in increasing the effectiveness of zakat management through digitalization, several important points can be concluded as follows:

1. Management of the Implementation of Zakat Digitalization at BAZNAS East Java Province:

Planning: BAZNAS East Java has designed various strategies for digitizing zakat, such as providing various digital payment methods, holding zakat campaigns, providing services to the community, and creating educational content related to zakat.

Organizing: Organizing is carried out through collaboration between internal BAZNAS fields, as well as collaboration with central BAZNAS and student interns who help develop digitalization.

Actuating: Various digital payment methods and zakat campaigns have been implemented, and digital-based zakat services and content creation have been carried out effectively.

Controlling: The monitoring process is carried out through the use of insight features on social media, such as Instagram, to monitor the effectiveness of campaigns and community interactions.

2. Effectiveness of Zakat Digitalization in BAZNAS East Java Province:

Digitalization of zakat makes it easier for people to pay zakat through various digital payment methods. This also makes it easier for employees to collect zakat, which ultimately increases the amount of zakat received by BAZNAS East Java.

3. Challenges in Implementing Zakat Digitalization in BAZNAS East Java Province:

The main challenge faced is that there is no field that is specifically

responsible for creating zakat content and digital fundraising.

4. Solutions to Overcome the Challenges of Zakat Digitalization in BAZNAS East Java Province:

To overcome these challenges, the solution taken is to form a special field that focuses on creating zakat content and digital fundraising so that the management of zakat digitalization is more optimal and effective.

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