



# Digitalization of Mosque Management as An Innovation for Religious Activities in Growing the Insal Kamil Generation

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**Abstract:** In facing the growing digital era, implementing an efficient mosque management system is crucial for revitalizing Muslims and making mosques the heart of Islamic civilization. This paper discusses planning for the implementation of a mosque management system in the digital era as the main strategy for mosques to face the challenges of technological progress. This research aims to explore the opportunities and challenges in implementing digitalization as an innovation in religious activities, as well as identifying best practices in effective mosque management in order to grow the generation of human beings. The concept of Insan Kamil refers to the formation of a complete human being who has a balance between spiritual, intellectual and noble moral aspects. This writing aims to analyze the role of information technology in increasing the efficiency and effectiveness of mosque management, as well as strengthening congregational involvement through digital platforms. The results of this paper show that implementing a mosque management system in the digital era can make a positive contribution to mosque administration, improve internal communication, and expand services to the congregation. Thus, this writing contributes to the renewal of mosques as vital entities in shaping Islamic civilization in the digital era.

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## INTRODUCTION

Mosques have a central role in the lives of Muslims, not only as places of worship, but also as centers of religious, educational and social activities. In this sophisticated digital era, mosques are faced with the challenge of remaining relevant and reaching a wider audience, especially the younger generation. Therefore, innovation in religious activities through digitalization has become an inevitable necessity.

Today's young generation of Muslims is growing up amidst rapid technological developments, where they are exposed to a variety of digital information and entertainment continuously. If mosques are unable to adapt to these changes, it will become increasingly difficult to attract the interest of the younger generation and grow the generation of human beings they aspire to. The concept of insan kamil refers to the formation of a complete human being, who is not only spiritually strong, but also intellectually intelligent and has noble character. To create a generation of human beings, integrated and comprehensive efforts are needed, including through effective mosque management.

A well mosque management includes aspects such as a clear organizational structure, competent human resource management, transparent financial management, planned activity programs, well-maintained facilities, and good relations with the community. However, the main challenge faced by many mosques is the lack of implementation of modern management and the

limited use of digital technology in mosque operations. By utilizing digitalization as an innovation in religious activities and implementing effective mosque management, it is hoped that we can bridge the gap between mosques and the younger generation of Muslims. Apart from that, digitalization can also increase the efficiency, transparency and reach of mosque activities, so that they can maximize their role in growing the next generation of human beings.

In the digital era, innovation in mosque management has become crucial for maintaining the mosque's relevance as an inclusive and dynamic center for religious activities. Mosque management digitalization not only modernizes operational methods but also creates new opportunities to enhance congregation participation and engagement in a broader range of religious activities, especially among tech-savvy younger generations. Several previous studies highlight the positive impact of digitalization in shaping the *insan kamil* generation (well-rounded individuals). First, mosque digitalization through applications and online platforms can increase congregant engagement, especially among youth, in mosque activities such as online religious lectures and fundraising (Ahmad, A., & Rahman, 2019). Second, mosque management that adopts information technology—such as activity, financial, and educational management systems—can optimize transparency and operational effectiveness, ultimately nurturing tech-savvy and religious *insan kamil* (Khalid, M., & Syafriadi, 2020). Third, digital innovations in mosques, such as using social media and mobile applications for *dakwah* (Islamic preaching) and communication, expand the reach of religious education and contribute to character development in young *insan kamil* within the congregation (Malik, F., & Sari, 2021).

In this case the author explores the opportunities and challenges in implementing digitalization as an innovation for religious activities, as well as identifying best practices in effective mosque management. In this way, it is hoped that it can provide solutions and recommendations that are useful for mosque administrators, policy makers and the Muslim community as a whole.

## METHODS

This study uses a qualitative method to delve into the impact of mosque digitalization on the engagement of young Muslim generations. Through a phenomenological approach, it aims to explore the experiences and perceptions of mosque administrators and young congregants regarding the use of technology in mosque activities. This approach is deemed suitable as phenomenology focuses on deeply understanding subjects' lived experiences within specific contexts (Creswell, 2013). The study comprises mosque administrators involved in managing mosque digital activities and young people who frequently participate in technology-based mosque activities. A purposive sampling technique is used to select subjects based on their direct involvement and experience with mosque digitalization (Patton, 2015).

Data collection is carried out through in-depth interviews, participant observation, and documentation. Semi-structured interviews with open-ended questions allow respondents to freely share their views and experiences. Participant observation involves directly observing digital activities at the mosque, such as online sermons and digital fundraising, to understand the application of technology in daily activities (Merriam & Tisdell, 2016). Additionally, documentation is conducted by reviewing records of digital activities, financial reports, and technology-based mosque program plans to understand aspects of management and transparency in digital mosque management.

Data is analyzed using thematic analysis, which includes identifying key themes from interviews, observations, and documentation. The analysis process begins by thoroughly reading the data, coding significant parts, and grouping these codes into main themes such as "youth engagement," "financial transparency," or "perceptions of digitalization" (Braun & Clarke, 2006). To maintain data validity, the researcher applies triangulation by comparing data from various sources and conducts member checking with participants to ensure accurate interpretation (Lincoln & Guba, 1985). The study also adheres to ethical research standards, including maintaining participant confidentiality, obtaining written consent, and providing an explanation

of the study's purpose. Through this methodology, the study aims to provide a comprehensive understanding of the impact of mosque digitalization on religious life and the engagement of young Muslim generations.

## **DISCUSSION**

### **Mosque Management System**

The mosque management system is a structured and integrated approach in managing all aspects of operations and activities Khasanah at the mosque. The mosque management system is also managed with an information technology-based approach or platform that is used to manage and facilitate various administrative and operational aspects within the mosque (Khasanah, Nevi Laila, Yesi Arikarani, Hecksa Manora, 2024). This system is designed to increase efficiency, transparency and effectiveness in managing activities and resources related to mosques. Technology and information systems also play an important role in supporting a modern and efficient mosque management system (Beigzadeh et al., 2011). The use of websites, social media and applications can facilitate mosque communication and services to the community. Lastly, establishing good relationships with the surrounding community is the key to increasing their involvement and participation in mosque activities (Beigzadeh et al., 2011). Implementation of a mosque management system helps increase professionalism in mosque management, reduces administrative burden, and increases congregation involvement. With this technology, mosque administrators can focus on developing religious and social activities without having to get caught up in complicated administration.

### **The Concept of Growing the Insan Kamil Generation**

The concept of the insan kamil generation refers to the formation of a complete human being who has a balance between spiritual, intellectual and noble moral aspects. To create a generation like this, mosques have a very important role as centers for developing Muslims. However, in the current digital era, mosques need to utilize digital technology to reach and attract the interest of the younger generation of Muslims. The implementation of digital-based mosque management offers a modern solution in an effort to grow a generation of human beings. By implementing the concept of integrated digital mosque management, mosques can become centers for developing a generation of human beings who are relevant to current developments. Digitalization allows mosques to reach a wider audience, especially the younger generation, as well as increasing efficiency and transparency in managing mosque activities. However, it is important to remember that digitalization is not the final goal, but rather a means to achieve a greater goal, namely growing a generation of human beings who are spiritually strong, intellectually intelligent and have noble morals. Therefore, digitalization must be balanced with quality curriculum and programs, as well as good examples from mosque administrators (Zulkarnain, 2023).

### **Mosque Management Digitalization Innovation**

In this sophisticated digital era, mosques as centers of religious and social activities for Muslims cannot be separated from the demand to innovate and adopt digital technology. Digitalization in mosque management is an inevitable necessity to maintain relevance and reach a wider audience (Putra & Rumondor, 2019).

One of the digitalization innovations that can be applied in mosque management is the use of an integrated information system. Through an application or website, mosque administrators can manage congregation data, receive online donations, publish activity schedules, and provide online religious consultation and guidance services. Apart from that, digitalization also allows mosques to produce and distribute religious content in digital form, such as video lectures, audio recordings, or e-books. In this way, people can access religious materials more easily and flexibly, without being limited by time and place (Rahmawati, 2024).

Another innovation that can be implemented is the implementation of online religious programs, such as virtual Koran classes, online studies, or even live streaming of mosque

activities. This allows worshipers who cannot be physically present to remain involved and increase their participation in mosque activities. However, digitalization in mosque management is not just about adopting technology, but also changing the way of thinking and work patterns of mosque administrators. It requires a willingness to learn, experiment, and adapt to ever-changing technological developments (Rahmawati, 2024). Training and capacity development of human resources is the key to success in implementing digitalization effectively.

### **Negative Impact of Digitalization**

In the management of mosque management in particular, if it is not conceptualized with a structure and system that is not effective and efficient towards the community problems that we often encounter in the environment where we live. Namely, the generation that should be expected to bring changes to the order of life, with a life whose people and generations have good morals, are spiritual, intellectual, have integrity and a community environment that has constructive thinking patterns. However, this really is a challenge for us in changing the order of life towards the Balladatun Tayyibatun Warabbun Ghofur order of life. We are facing an era where accelerated digitalization is becoming toxic for society, where society is being damaged by useless content and information that creates polarization. So that people are easily contaminated and influenced by the current era of digitalization (Fraenkel, 2014).

The impact of this has had a huge impact on the younger generation, so we see that nowadays young people are usually busy just gathering, playing and carrying out activities, both religious and other activities, in mosques and in the mosque yard. However, digitalization has caused them to be far from mosque activities or simply worshiping at the mosque has begun to disappear. The acceleration of digitalization causes them to experience a lack of good morals, religious culture and intellectual culture are starting to fade. Meanwhile, the culture of hedonism, promiscuity and all kinds of negative things are easily accessible to them. So that Islamic values among young people have begun to disappear and fade (Buchanan, 2010).

### **The Concept of Mosque Management**

A mosque not only functions as a place of worship, but also becomes the center of religious and social activities for Muslim communities. Therefore, structured and professional management is needed so that all activities in the mosque can run effectively and efficiently. In the current digital era, mosque management must keep up with current developments by utilizing digital technology (Putra & Rumondor, 2019). The digital-based mosque management concept offers a modern and efficient solution in carrying out all aspects of mosque operations.

The main foundation for digital-based mosque management is the development of an integrated information system. This system includes the use of integrated applications or digital platforms to manage congregational data, finances, activities, facilities and others. With this system, all administrative and recording processes can be carried out digitally, efficiently and transparently.

For example, congregation data collection can be done through the mosque application or website, where pilgrims can register and update their personal information easily. In addition, the digital financial system allows congregants to make donations or pay dues online, while mosque administrators can track and report finances in real-time and accountably. In managing programs and activities, digital systems allow administrators to plan, schedule and promote events online. Congregants can easily access activity information and register via the application or website. In fact, some activities can be held online, such as online studies or live broadcasts from mosques.

Facilities and maintenance aspects can also be managed better through digital systems. Administrators can track facility conditions, schedule routine maintenance, and report damage through the application. This allows problems to be handled more quickly and efficiently. Apart from that, digital-based mosque management also supports the use of social media and other digital platforms to promote mosque activities and reach a wider audience. By utilizing digital

marketing and engaging content, mosques can increase community engagement and participation.

By combining structured mosque management concepts and targeted digital innovation, mosques can become activity centers that are more dynamic, efficient and reach a wider audience. Digitalization allows mosques to remain relevant with the times and provide better services to the Muslim community.

So all of these things require hard work to overcome, patience, perseverance, collaboration with various potentials of the people, and time. So that the management of mosque management is central to regenerating a superior generation of civilization, and what is important to do is how to improve the management conditions of mosque management and institutions related to mosque management, so that well-managed mosque activities can make the mosque a place not only for worship, but through other useful activities, it can create a generation of young people who are superior in terms of aqidah, morals, faith and intellectual culture.

## RESULT AND DISCUSSION

Mosques are not just buildings for places of worship, but are also centers for the formation of character and noble morals for Muslims. One of the main roles of mosques is to grow a generation of human beings, namely people who are perfect spiritually, intellectually and morally (Hasanain, Muh, 2021).

In a spiritual context, mosques act as a place to get closer to the Almighty through worship such as congregational prayers, recitations, and other religious activities. These activities aim to strengthen faith and piety and form a personality that adheres to religious teachings. However, the role of mosques is not only limited to the spiritual aspect. Mosques also play a role in developing the intellectuality of the people through education and study of religious knowledge and general knowledge. Activities such as Quran recitation class, holy book studies, scientific discussions, and mosque libraries are a means of growing an intelligent and broad-minded generation.

In this way, the mosque acts as a center for developing a generation of human beings who are not only spiritually strong, but also intellectually intelligent and have noble character. This generation is expected to become future successors and leaders who can bring progress to the people and nation. To realize this role, mosques must be managed well and provide quality programs that are in line with community needs. Apart from that, mosque administrators must also set a good example and be able to be a role model for the congregation, especially for the younger generation.

With this strategic role, mosques become important pillars in building a superior civilization, not only from a spiritual perspective, but also intellectually and morally. Mosques are a place to grow a generation of Muslim people who are able to become agents of positive change for society and the nation. The effectiveness of mosque *Idaroh* in improving the quality of community services, digital-based mosque management can be carried out with 3 (Triple) UPs for the implementation of *imtaq* and *imtaq* and science and technology activities.

1. *Updating*

Mosque takmirs must be up to date on anything that goes viral on social media in order to balance the times.

2. *Uploading*

Imitate and do things that are beneficial to the people based on quality virality.

3. *Upgrading*

Sort and choose the design that will be realized so that mosque businesses can continue to develop in this digital era.

Implementing the best mosque management system in the digital era in an effort to revitalize the congregation, with the aim of making mosques the heart of Islamic civilization, can make a positive contribution to several aspects, including:



## 1. Website and Mobile Application Creation

- a. Building an official mosque website that is informative and easy to access. Apart from that, also makes a Religion Podcast. Create regular podcasts containing lectures, interviews, or religious discussions. Podcasts can be accessed at any time by people and can be a source of inspiration and education.
- b. Online Class And Webinars  
Hold online classes or webinars on various religious topics. This can include classes in Al-Qur'an exegesis, fiqh, or even practical daily skills. Platforms such as Zoom or Google Meet can be used to hold these sessions.  
Discussion Groups, mobile application development can make it easier for people to access the latest information and mosque activity schedules.

## 2. Electronic Newsletter

Send newsletters or digital bulletins regularly via email to the congregation. This newsletter may contain information about mosque activities, messages from *imams*, and religious education articles.

## 3. Training for Mosque Administrators

Provide training to mosque administrators on how to effectively use online media and digital tools. This includes content management, use of social media platforms, and online communication strategies.

## 4. Automatic Notification System

Use an automatic notification system to send short messages or important notifications to fellow mosque administrators via SMS or email. This ensures mosque administrators stay informed about schedule changes or urgent announcements.

## 5. Expand Service to The People

### a. Virtually

Create virtual discussion groups on platforms such as WhatsApp or Telegram to facilitate discussions between believers about religious topics, books, or current issues. This can increase engagement and interaction between devotees.

### b. Online Donation and *Zakat* Services

Implementing an online donation and *zakat* payment system. Enables people to make donations or pay *zakat* easily and safely via digital platforms.

### c. Digital Surveys and Feedback

Use online forms or digital surveys to get people's feedback about the services that have been provided. This can help mosques to continually improve and adapt their services.

Through this program and approach, mosques can expand the reach of their services, support people in their religious development, and remain relevant in the digital era. So we must maintain all mosque facilities through honest management of mosque funds, religious services carried out diligently, education and training carried out regularly in order to grow generations of *insan kamil* with noble character, with a digital-based mosque management program. Always remember to always prosper the mosque with a mature organization, lest unorganized virtue be defeated by organized deterioration.

With an effective and efficient mosque management strategy in empowering congregations in the community, especially to build a superior generation in an effort to revive spiritual enthusiasm to give birth to a superior civilization and the mosque as a center prepares character education to improve faith and morals, through religious cultural activities. and intellectual.

By elaborating *imtaq*, science and technology and digitalization activities, in order to make breakthrough innovations, mosque management is not only focused on religious ritual activities, but also makes innovative activities that can increase faith, skills and growth mindset in terms of spiritual and intellectual knowledge, in addition to training skills in the field of talent interests, this activity can raise awareness of the importance of practicing healthy and constructive thinking

patterns, so that the young generation who take part can apply their thinking abilities in preventing polarization due to digitalization and free association . And has the ability to think visionarily.

There is control, planning, management, mosque management that focuses its efforts on ridding Muslim society of various diseases that are eating away at it from within due to not being able to control digital modernization . So it is important to prepare Muslims to be able to carry out the message of Islam again so that the message of Islam becomes more widespread, and the pillars of faith and peace stand firmly by strengthening the power of the concept of a constructive mindset.

## CONCLUSIONS

Writing this journal resulted a design for a mosque management system using a triple up system. Implementing the best mosque management system in the digital era in an effort to make mosques an innovative religious activity in growing the generation of *Kamil* people can make a positive contribution to several aspects, including: Mosque Administration, Improving Internal Communication and Expanding Services to the Community. The effectiveness of *Idaroh* mosques in improving the quality of community services, digital-based mosque management can be carried out with 3 (Triple) UPs for the implementation of *imtaq* and science and technology activities. Updating, namely the *Takmir* of the mosque must be up to date about anything that goes viral on social media in order to balance the times. Uploading is imitating and doing things that are beneficial to the people based on the virality of quality. Upgrading means sorting and choosing the design that will be realized so that mosque businesses can continue to develop in this digital era.

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