

DIGITAL TRANSFORMATION MODEL OF ISLAMIC PHILANTHROPIC INSTITUTION IN INDONESIA

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Abstract

This research aims to build a digital transformation model for philanthropic institutions in response to rapid digital development in the era of Society 5.0. This study employs a qualitative method with a case study research design at the DTP institution. The data used in this study include both primary and secondary sources. Primary data comprises interview results, while secondary data comprises documents related to the institution's digital transformation practices. Data collection methods in this study include in-depth interviews, participatory observation, documentation, and triangulation of techniques and time. The informants for this study include seven internal members of the DTP institution. Implementing digital transformation at DTP institutions encompasses four categories: transformation reasons, transformation objects, transformation processes, and transformation results. The Digital Transformation Model of the Philanthropic Institution is divided into three main parts: the first part is Digital Transformation Drivers (DTD), the second part is Digital Transformation Strategy (DTS) and Digital Transformation Process (DTP), and the final part is Digital Transformation Goals (DTG). Digital transformation has become essential for Islamic philanthropic institutions in the era of Society 5.0.

Keywords: Digital Transformation, Era society 5.0, Nonprofit Organization, Islamic Philanthropic Institution.

INTRODUCTION

Nonprofit organizations have experienced growth in both size and their role in development. The progress of philanthropy is also reflected in the increase in the collection and utilization of philanthropic funds by philanthropic institutions, with a growth of 6.45% from 2018 to 2019 and a rise of 23.05% from 2019 to 2020. Additionally, the number of beneficiaries reached 91.7 million from 2018 to 2020 (Kunto A Wibowo & Aryani, 2022). A key focus among nonprofit organizations is philanthropic institutions, as they partner with the government in realizing Sustainable Development Goals (SDGs). Philanthropic institutions are expanding in Indonesia due to the high level of generosity among Indonesians. This is evidenced by Indonesia securing the first position in the 2020 World Giving Index

(CAFonline.org, 2021). This generosity has significantly increased the potential for social fund contributions, mainly from religion-based philanthropy. According to the Indonesia Philanthropy Outlook 2022, religious philanthropy accounted for more than 80% of the total distribution of philanthropic funds in 2020. Over the past twenty years, philanthropic institutions have become important social service providers in Indonesia and several other countries. These organizations' activities' scope, scale, and reach extend beyond the traditional charitable domain, emphasizing empowerment and social justice philanthropy (Fauzia, 2016, p. 16; Lactative, 2013). Faith-based philanthropic organizations have seen rapid growth among various types of philanthropic institutions. In Indonesia, which has the largest Muslim population in the world, Islamic philanthropic institutions play a crucial role in addressing social issues through social funds in the form of *zakat*, *infaq*, *shadaqah*, and *waqf* (ZISWAF) (Arrazaq, 2023).

The Covid-19 pandemic has impacted all aspects of life, including philanthropic institutions. These institutions are increasingly required to survive and play an important role as partners with the government in helping to recover and improve the community's economy. At the same time, philanthropic institutions must also transform from conventional to digital philanthropy. They continue to innovate in their operational activities related to collecting, managing, distributing, and reporting organizational resources to stakeholders, ensuring that the principle of effectiveness is applied (Alfiyanti et al., 2022). Currently, 55.3% of philanthropic organizations use digital technology in fundraising (Kunto A Wibowo & Aryani, 2022). One of the factors supporting the strengthening of philanthropic institutions in Indonesia is user-friendly and accessible information technology through digital platforms and digital crowdfunding (Arifin & Pratama Putra, 2024). The rapid digital development in the current Society 5.0 era certainly encourages the digital transformation of philanthropic institutions. According to Baznas data, *zakat* digitization services are now available through platforms like Kitabisa.com, bank transfer services, and digital wallets such as Gopay, OVO, Shopeepay, Dana, and Paytren (Putri et al., 2023). Digital transformation makes fund management more extensive, efficient, and transparent. Digital fund management can reach a wider audience and simplify processes, thereby realizing the principle of efficiency (Hadi, 2020).

Digital transformation offers many benefits for institutions but also comes with shortcomings and threats. Hudaefi et al. (2019) stated that digital platforms carry technical risks such as transfer failures, cybercrime, technology and information risks, and non-compliance with sharia. The reduction of human roles in institutional management is also a threat to digital transformation (Utami, 2019), along with the high operational costs that may conflict with the institution's values and vision (Kunto A Wibowo & Aryani, 2022), and a lack of knowledge and expertise in information technology (Ninglasari & Muhammad, 2021).

Digital transformation has a broad meaning, extending beyond digital technology. It is a comprehensive transformation that includes crucial aspects of institutions such as strategy, processes, human resources, and values (Harmoko & Noviaristanti, 2022). Digital transformation involves more than just utilizing big data or creating digital applications; the main focus is transforming management and human resources (Rudito & Sinaga, 2017). It represents a fundamental change in various aspects of the institution, including the reconstruction of processes, strategies, and business models to improve efficiency, competitiveness, innovation, responsiveness, customer satisfaction, global access, data security and management, connectivity and collaboration, access to information, and sustainability (Abd-Rabo & Hashaikeh, 2021; Ismail, et al.; 2017). Verina and Titko (2019) identified three categories in digital transformation: technology, process, and management. Meanwhile, Mergel et al., (2019) outlined four categories of digital transformation: reasons, objects, processes, and results or values. The categories of digital transformation are presented in Figure 1.

DTP is one of Indonesia's Islamic boarding school-based philanthropic institutions that continues to transform in response to the challenges of digitalization, aiming to become an international philanthropic institution that excels in service. DTP has made significant changes within its organization. Traditional pesantren-based institutions have metamorphosed into professional philanthropic organizations by applying service quality standards and professionalism while maintaining their core Islamic values. This transformation optimizes DTP's existence and function, not only in collecting funds for the community but also in empowering its beneficiaries. The transformation encompasses four aspects: management, strategy, infrastructure, and results.

This research aims to develop a digital transformation model for DTP, illustrating the significant transformation of an Islamic boarding school-based philanthropic institution within Indonesia's philanthropic industry. The study adopts the categories of digital transformation formulated by Mergel et al. (2019). Based on the background and phenomena presented, this research formulates the problem: How does the DTP digital transformation model respond to the rapid digital development in the current Society 5.0 era, considering the perspectives of transformation reasons, transformation objects, transformation processes, and transformation results?

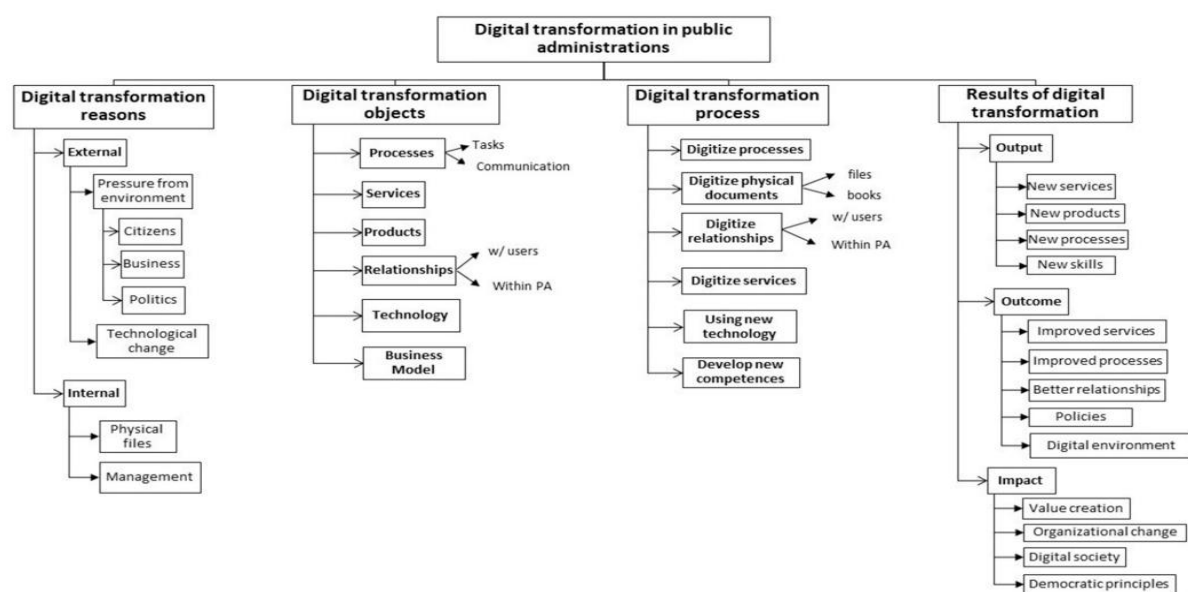


Figure 1: Digital Transformation in Public Administration
Source: (Mergel et al., 2019)

RESEARCH METHODS

The researcher determines informants who have roles and responsibilities as leaders, decision-makers, and technical implementers consisting of 1) directors, 2) secretariats, 3) sharia councils, 4) general managers, 5) quality assurance/audit, 6) finance and 7) branch heads so that data and information relevant to the research objectives are obtained. The seven informants selected by the researcher from within DTP played a role in helping the researcher triangulate sources to test the validity of the data. The data used in this study were obtained through in-depth interviews, participatory observation, and documentation of research objects in a *natural setting*. The data collection technique is carried out in three ways to see the credibility of the data obtained by triangulation of techniques and time. The test of data credibility on the data of research results can be carried out through extended observation, triangulation, increased diligence in research, discussion with peers, and *member checks* (Sugiyono, 2018, p. 365).

The data analysis technique is carried out through three stages: (1) data reduction, (2) data presentation, and (3) conclusion drawn/verification. At this stage, a qualitative researcher will generally code, formulate themes, and summarize and group the data before presenting it in a written description (Huberman & Miles, 1992, p. 16). The data analysis process is carried out by organizing the data, reading the relevance of the data to the research question, classifying the data based on themes and meanings, stringing the meaning in a complete and structured way, and presenting a digital transformation model of Islamic philanthropic institutions.

This research focuses on the Central DTP in Bandung and the South Sumatra DTP in Palembang. These sites were selected based on the following considerations:

1. DTP has been established for over 25 years and has a well-developed organizational system and culture, encompassing both organizational aspects and Islamic values. It has undergone significant

transformation from a traditional pesantren-based philanthropic institution to a professional philanthropic organization, making it a rich source of data and information for this research.

2. The researcher has a close psychological relationship with the South Sumatra DTP, being a donor, and having a close relationship with the head of the South Sumatra DTP branch. This relationship facilitates interaction and data collection.
3. DTP has received several awards, including National LAZ with the Best ZIS Distribution in 2018, National LAZ with the Best ZIS Growth and Association in 2019, Largest Collection Achievement Nominal award, Most Institutional Muzakki award, Most Digital Donations in 2022, and the institution with the best Sharia audit value in 2023. Additionally, DTP has received an Unqualified Opinion on its financial statements for 17 consecutive years since 2007.

The researcher selected informants with roles and responsibilities as leaders, decision-makers, and technical implementers, including directors, secretariats, sharia councils, general managers, quality assurance/audit personnel, finance officers, and branch heads. These informants provide relevant data and information for the research objectives. The seven selected informants help triangulate sources to test the validity of the data. Data were obtained through in-depth interviews, participatory observation, and documentation in a natural setting. The data collection technique uses three methods simultaneously to ensure the credibility of the data through triangulation of techniques and time. Data credibility was tested through extended observation, triangulation, increased diligence in research, peer discussions, and member checks (Sugiyono, 2018, p. 365).

The data analysis technique involves three stages: (1) data reduction, (2) data presentation, and (3) conclusion drawing/verification. In these stages, the researcher typically performs coding, formulates themes, summarizes, and groups the data before presenting it in a written description (Huberman & Miles, 1992, p. 16). The data analysis process includes organizing the data, reading its relevance to the research questions, classifying the data based on themes and meanings, structuring the meanings coherently, and presenting a digital transformation model for Islamic philanthropic institutions.

RESULT AND DISCUSSION

This research was conducted on one of the Islamic philanthropic institutions in Indonesia with a pesantren base, namely DTP. DTP employees are work students with specific duties according to their sections and directorates. Each section, directorate, head office, and representative office synergize to fulfill their responsibilities, ensuring the institution's vision and mission are achieved. DTP's vision is to become a "model philanthropic institution that is trusted, professional, accountable, and leading with an equitable area of operation." The mission of DTP is to "optimize the potential of the ummah through ZIS to empower the community in the fields of economy, education, da'wah, and social towards an independent society." The motto of DTP is "More Serving and Caring."

DTP is committed to transforming the institution, including management modernization, program diversification, and the reformulation of ZISWAF fiqh. DTP has modernized its management to improve professionalism. The institution has established a responsible and transparent administration that aligns with its vision and mission. Another renewal focus is enhancing the professionalism of amil (zakat management officers), including digital training.

"Over the past two years, we have focused on transforming DTP into a leading empowerment institution. The transformation process at DTP is divided into four stages: management transformation, strategy transformation, infrastructure transformation, and value transformation. We have completed the first stage (management transformation) and are now moving into the second stage (strategy transformation). However, these four stages do not need to be implemented sequentially. They can overlap, meaning the next stage can also begin while one stage is underway." (Informant 1)

"Human resources or students, known as work students (samil), are the main driving force for DTP. Samil must be willing to change from incompetent to competent, from not being able to apply digital tools to learning how to use them effectively." (Informant 2)

"In the digital era, it is common to use electronic money, the QRIS application from Bank Indonesia for payments, and bank facilities for donation transfers, among others. Therefore, we need to review the contemporary fiqh of zakat." (Informant 3)

"In the financial aspect, digital transformation is also beneficial, especially for digital funding, which will be integrated with our financial reports and accountability to stakeholders." (Informant 6)

The institutional transformation carried out by DTP includes several important aspects: human resources and digital technology encompassing all core businesses of DTP, from the collection, management, and utilization of funds at both the central and branch levels. 2022 marks a significant moment for DTP to transform its institutions, particularly focusing on human resources and systems (technology). This transformation aims to enhance good governance within the institution. Governance will be improved by emphasizing the pillars of the mechanism, such as the roles and responsibilities of the DPS, the presence of a robust internal supervision and risk management system, cooperation between external auditors, internal auditors, and DPS in financial reporting, transformation of institutional culture and values, and legal and regulatory tools from relevant institutions (Rusdiyanto et al., 2019: 5).

"Our initial institutional transformation focuses on human resources, particularly the work students (samil) at DTP. They are encouraged to exhibit professionalism in their work and to continuously enhance their skills through learning, alongside adjustments to internal institution policies that instill confidence in monotheistic values. The second transformation priority for DTP is digital technology. Over the past year, DTP has initiated digitalization efforts in various areas, such as optimizing digital technology for donation payments and developing internal applications or business process systems to streamline institutional governance processes. Digitalization encompasses fundraising, management, and ultimately fund utilization, although the current system remains partial and not fully integrated across all areas." (Informant 2)

"The trust in donor funds is crucial, spanning fundraising, program implementation, and management. Financial transparency, record-keeping, and accountability are paramount in fundraising, ensuring that every rupiah is accounted for. Regarding program implementation, precision in targeting is essential, with digital transformation playing a significant role in achieving this." (Informant 4)

"We have implemented various business processes, including the Business Model Canvas (BMC), management for Industry 4.0, and disciplined execution. We have developed 53 Standard Operating Procedures (SOPs) out of our target of 61. This effort aims to uphold trust in our management practices and address the challenges of the digital era." (Informant 5)

"In our work, synergy is essential for achieving our goals. We collaborate with fellow students within each unit, between branches, and with the central board of directors. Additionally, we synergize with foundations, government entities such as BAZNAS and BAZDA, FOZ, and other philanthropic institutions, as well as donors and beneficiaries. This cooperation and synergy are greatly facilitated by digital transformation, which significantly streamlines our work processes." (Informant 7)

Digital transformation within DTP institutions encompasses discussions regarding transformation reasons, objects, processes, and results. Digital transformation reasons undertaken by DTP include both internal and external factors. Internal reasons comprise institutional values and culture, expansion of the institution's usefulness and scope, human resources development, and improved efficiency and effectiveness in management. External reasons involve regulations from relevant parties such as

governments and regulators, changes in partner behavior like donors and beneficiaries, market demands, and technological advancements. Technological advancements can enhance the reach of non-profit organizations in fundraising and resource utilization (Zhou & Ye, 2021). The objects of DTP's transformation include physical and non-physical assets such as offices, personal branding, information media, communication channels, and donations, as well as the quality of human resources and Standard Operating Procedures (SOPs), including business models and processes. Digital transformation aims to simplify business models and processes. The transformation process conducted by DTP consists of four stages: management transformation, strategy transformation, infrastructure transformation, and values and work ethic transformation. Process transformation plays a crucial role in the success of digital transformation (Tabrizi et al., 2019).

The expected results of digital transformation carried out by DTP encompass short-term outputs, long-term outcomes, and impact. Short-term outputs include institutional achievements, effectiveness and efficiency in core business operations, enhanced human resources, increased fundraising and program distribution, and improved financial management. Long-term outcomes entail an integrated digital system improving service quality and stakeholder satisfaction. The impact of digital transformation, although challenging to quantitatively measure (Mergel et al., 2019), can be both positive and negative (Harmoko & Noviaristanti, 2022). The impact realized includes good governance and fulfilling the institution's vision to become a model philanthropic institution.

The digital transformation model of philanthropic institutions is derived from in-depth interviews with informants, documentation related to the institution's digital transformation operations and practices, and direct field observations. The hexagonal shape of the model, resembling a beehive, is chosen for its optimal storage capacity without gaps or free space. This shape aligns with the Islamic Philanthropic Institute's philosophy of providing broad benefits to humanity, as evidenced by the institution's logo resembling a beehive. This reinforces the researcher's decision to adopt a hexagonal shape for the digital transformation model, symbolizing precision and perfection in benefit delivery (Hales, 2001; Schimmel, 2006: 129). The hexagonal shape of the honeycomb is one example of the "working" of the universe, which is precise and perfect compared to other shapes. This is in line with the philosophy of the Islamic Philanthropic Institute, which provides broad benefits to all humans. The Islamic philanthropic institution that is the site of this research has also used a logo in the shape of a beehive, symbolizing that this philanthropic institution seeks to benefit the community. This further strengthens the researcher's ability to build a perfect shape (*hexagonal*) for the digital transformation model in Figure 2.

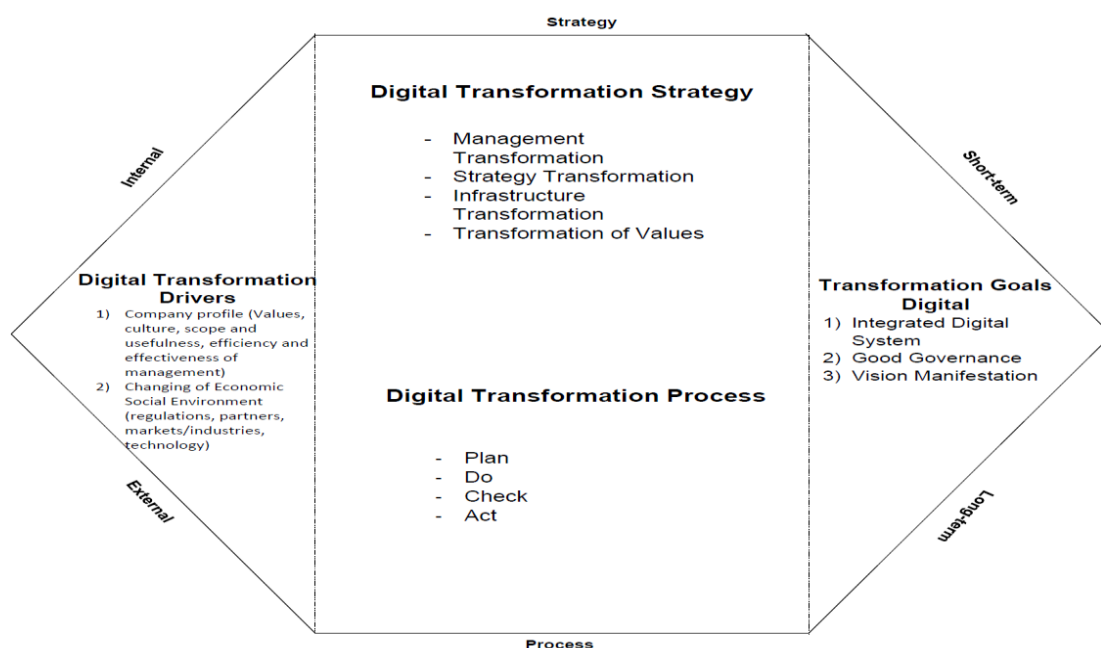


Figure 2: Digital Transformation Model of Islamic Philanthropic Institutions

Source: Researcher synthesis (2024)

The Digital Transformation Model of philanthropic institutions comprises three main parts: Digital Transformation Drivers (DTD), Digital Transformation Strategy (DTS), Digital Transformation Process (DTP), and Digital Transformation Goals (DTG). DTD encompasses two components: 1) Company profile, including values, culture, scope and usefulness, and efficiency and effectiveness of management; and 2) Changes in the Economic and Social Environment, such as regulations, partnerships, market/industry dynamics, and technology advancements. DTS encompasses Management Transformation, Strategy Transformation, Infrastructure Transformation, and Transformation of Values. DTP includes Plan, Do, Check, and Act (PDCA). DTG encompasses an Integrated Digital System, Good Governance, and Vision Manifestation.

CONCLUSION

Digital transformation has become imperative for Islamic philanthropic institutions in the era of Society 5.0. It represents a comprehensive and fundamental transformation. Implementing digital transformation in DTP institutions encompasses four categories: transformation reasons, transformation objects, transformation processes, and transformation results. Transformation reasons stem from both internal and external factors of the institution. DTP's transformation objects include physical and non-physical assets, quality of human resources, and Standard Operating Procedures. The transformation process conducted by DTP comprises four stages: management transformation, strategy transformation, infrastructure transformation, and value transformation. The outcomes of DTP's transformation encompass short-term outputs, long-term outcomes, and the impact of digital transformation. A model can be formulated for philanthropic institutions by implementing digital transformation. The Digital Transformation Model of philanthropic institutions is divided into three main parts: Digital Transformation Drivers (DTD), Digital Transformation Strategy (DTS), and Digital Transformation Process (DTP), with the last part being Digital Transformation Goals (DTG).

This research holds practical implications for philanthropic actors and digital transformation practitioners in other institutions implementing digital transformation models. It also provides insights for regulators' policymaking related to digital transformation. Since digital transformation has positive and negative impacts, regulations are necessary to mitigate potential negative consequences.

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