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Management of Zakat Collection through Digital Channels at BAZNAS of Padang City

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Abstract

Digital *zakat* collection represents BAZNAS of Padang City's adaptation to digital public service delivery; however, the available payment channels remain underutilized because collections are dominated by civil servants, participation among non-civil servants is uneven, dedicated digital personnel are unavailable, and transaction recording depends on confirmation from *muzakki*. This study aims to analyze the management of *zakat* collection through digital channels at BAZNAS of Padang City and identify its supporting and inhibiting factors. A descriptive qualitative approach was employed, with informants purposively selected from BAZNAS officials, *muzakki* using digital channels, and non-civil servant community members who had not used these services. Data were collected through interviews and documentation and analyzed through data reduction, data display, and conclusion drawing. The findings indicate that digital *zakat* collection is managed through planning, organizing, implementation, and supervision functions. Planning is guided by the Annual Work and Budget Plan and includes the provision of websites, QRIS, official bank accounts, mobile banking, and other digital channels, although specific digital collection targets have not been established. Organizational responsibilities remain distributed across several divisions without dedicated digital personnel. Implementation involves multiple digital payment and information channels, but utilization remains uneven, particularly among non-civil servant communities. Supervision is conducted through payment confirmation, bank-statement verification, transaction recording, and receipt issuance, although incomplete payment information continues to hinder administrative accuracy. Supporting factors include the availability of digital channels and information media, internal organizational support, and the increasing adoption of cashless transactions among *muzakki*. Conversely, limited human resources, the absence of specialized digital personnel, low public digital literacy, and insufficient participation by non-civil servant *muzakki* constrain implementation. The study concludes that effective digital *zakat* collection requires specific performance targets, dedicated personnel, integrated transaction-recording mechanisms, expanded digital literacy initiatives, and broader engagement with non-civil servant communities. These findings contribute to public management and digital philanthropy research by demonstrating how organizational capacity and community readiness shape the effectiveness of digital *zakat* services.

Keywords: Digital Public Services; Digital Zakat Collection; Public Management; Zakat Institutions; Zakat Management

INTRODUCTION

Zakat is one of the essential instruments within the Islamic economic system that plays a strategic role in reducing social inequality and improving public welfare. In Indonesia, zakat management is regulated by Law Number 23 of 2011, which designates the National Zakat Agency (BAZNAS) as the official institution responsible for the collection and distribution of zakat. From the perspective of public administration, zakat management is not merely regarded as a religious activity but also as part of social finance–based public services that require effectiveness, efficiency, transparency, and accountability (Baznas, 2024).

The development of information technology has encouraged the transformation of zakat services through the utilization of digital channels. The digitalization of zakat enables the processes of payment, recording, and reporting to be carried out more easily and efficiently (Sugeng et al., 2024). In practice, BAZNAS of Padang City has provided several digital channels for zakat collection activities, including an official website, QRIS, official bank accounts, mobile banking services, and other supporting digital media. The availability of these channels reflects efforts to modernize zakat services in line with the principles of improved digital public services and contemporary societal needs (Safitri, 2017).

However, the availability of digital channels does not necessarily indicate that digital zakat management has been implemented optimally. Data from this study reveal that the collection of zakat, infaq, and alms (*zakat, infaq, and sadaqah*—ZIS) at BAZNAS of Padang City has experienced fluctuations and has tended to decline in recent years. Furthermore, zakat collection remains dominated by civil servants (ASN), while the contribution of non-civil servant communities is still relatively low. This condition indicates that digital channels have not yet been fully capable of reaching the broader public.

Another issue can be observed in the aspect of digital transaction recording. Transactions conducted through bank transfers, QRIS, or digital banking services are not always accompanied by complete information regarding the identity of the *muzakki* and the type of payment. In certain situations, BAZNAS is only able to identify incoming funds through bank statements without being able to determine precisely who made the payment and the category of funds deposited. This condition demonstrates that the digitalization of zakat is not only related to the provision of payment channels but also to the institutional readiness to carry out the management functions of planning, organizing, implementation, and supervision.

Several previous studies have discussed zakat digitalization from the perspectives of effectiveness, fundraising enhancement, the use of digital platforms, and the behavior of *muzakki* in paying zakat online (Hasan & Kamiluddin, 2021; Mauludin & Herianingrum, 2025; Yati & Rahmani, 2022). Nevertheless, studies specifically examining the management of zakat collection through digital channels at regional-level BAZNAS institutions from a public management perspective remain relatively limited. Based on these conditions, this study aims to analyze the management of zakat collection through digital channels at BAZNAS of Padang City by examining the implementation of management functions, namely planning, organizing, implementation, and supervision. In addition, this study seeks to identify various supporting factors and obstacles affecting the implementation of digital-based zakat collection as part of broader efforts to strengthen a more modern, transparent, and accountable zakat governance system.

METHODS

This study employed a qualitative approach using a descriptive method. This approach was chosen because the research aims to provide an in-depth description of the management of zakat collection through digital channels at BAZNAS of Padang City based on actual conditions in the field. The qualitative method enables researchers to understand more contextually the management processes, the roles of actors, the challenges encountered, and the meanings attached to digital zakat services (Sugiyono, 2023).

The study was conducted over a five-month period, from January to June 2026. The research took place at BAZNAS of Padang City, located at Jalan Diponegoro No. 27, Padang Barat District, Padang City, West Sumatra, Indonesia. Research informants were selected using a purposive sampling technique, in which participants were chosen based on the consideration that they possessed relevant knowledge and direct involvement with the focus of the study. The informants consisted of the Head of the Collection Division, the Head of the Secretariat, Human Resources and General Affairs Division, *muzakki* who use digital channels, and members of the non-civil servant community who have not yet utilized digital channels.

The research data consisted of both primary and secondary data. Primary data were obtained through in-depth interviews with the research informants, while secondary data were collected through documentation studies, including institutional documents, zakat collection data, organizational structures, information on digital channels, social media publications, and bank statement records. Data collection techniques included interviews and documentation studies. Data validity was ensured through source triangulation and technique triangulation by comparing information obtained from different informants and cross-checking it with supporting documents.

Data analysis was conducted using the interactive model developed by Miles, Huberman, and Saldana, which includes data reduction, data display, and conclusion drawing (Miles et al., 2022). The data obtained from interviews and documentation were reduced in accordance with the research focus and subsequently presented in the form of narrative descriptions based on the management functions of planning, organizing, implementation, and supervision. Finally, the researchers drew conclusions regarding the management of zakat collection through digital channels, as well as the supporting factors and obstacles influencing its implementation.

RESULTS

The findings indicate that the management of zakat collection through digital channels at BAZNAS of Padang City has been implemented through the functions of planning, organizing, implementation, and supervision. However, the implementation of these functions has not yet been fully optimized, as limitations remain regarding specific targets for digital zakat collection, task distribution, the utilization of digital channels by non-civil servant communities, and transaction recording.

Regarding the planning function, BAZNAS of Padang City has established a working framework through the Annual Work and Budget Plan (*Rencana Kerja dan Anggaran Tahunan*—RKAT). The RKAT serves as a guideline for designing zakat collection programs and determining the annual collection targets. In the context of digital channels, planning is reflected in the provision of payment facilities such as QRIS, official bank accounts, websites, and mobile banking services. However, the targets for zakat collection through digital channels have not yet been separated from the overall zakat collection targets, making it difficult to measure the contribution of digital channels in detail.

With respect to the organizing function, digital zakat collection is still managed by several divisions, each of which has its own primary responsibilities. The Collection Division is responsible for zakat services and fundraising activities, while the administration, finance, reporting, and secretariat divisions support transaction recording and internal coordination. Although interdepartmental coordination has been established, BAZNAS of Padang City has not yet appointed dedicated personnel responsible exclusively for digital services. Consequently, the management of digital channels remains integrated into the existing responsibilities of the current divisions.

Concerning the implementation function, BAZNAS of Padang City has provided payment services through its website, QRIS, official bank accounts, mobile banking, and other digital media. These services offer convenience to *muzakki*, as zakat, infaq, and sadaqah payments can be made without visiting the BAZNAS office in person. Nevertheless, the utilization of these services remains uneven, particularly among non-civil servant communities. Some members of the public still prefer direct payments because they perceive them as easier, clearer, and more understandable than digital transactions. The flow of zakat collection through digital channels can be illustrated as follows.

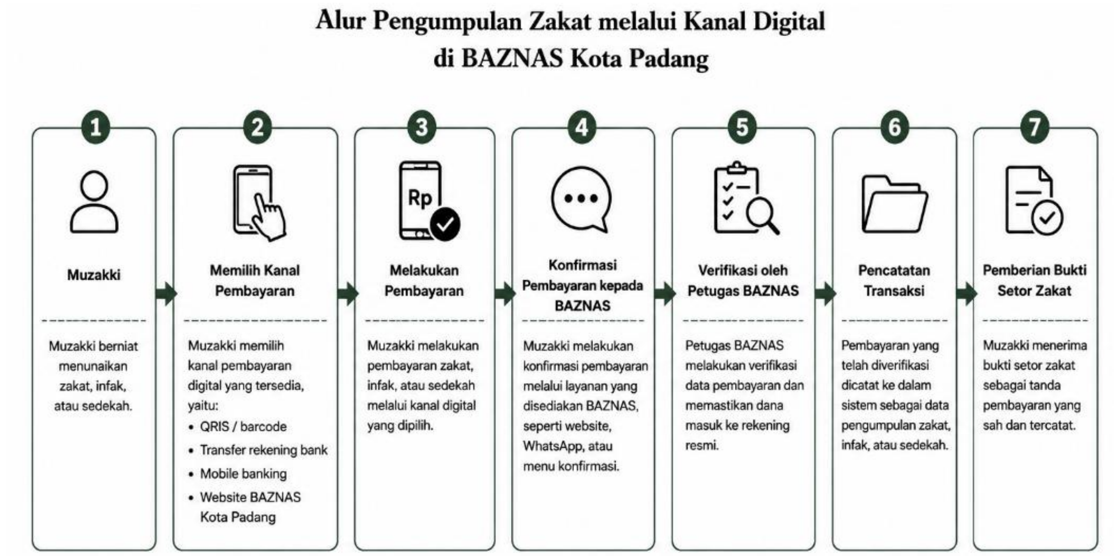

Figure 1. Flow of Zakat Collection through Digital Channels at BAZNAS of Padang City

Figure 1 illustrates that zakat collection through digital channels does not end at the payment stage. After selecting a payment channel and completing the transaction, *muzakki* are required to confirm their payments to BAZNAS of Padang City. This confirmation is essential because it enables BAZNAS to verify transactions, identify the payer, classify the type of funds received, record the payment, and issue proof of zakat payment to the *muzakki*. Therefore, the process demonstrates that digital zakat collection requires not only payment facilities but also administrative follow-up, transaction verification, and record-keeping mechanisms.

Regarding the supervision function, BAZNAS of Padang City conducts payment confirmations, bank statement verification, transaction recording, and the issuance of proof of zakat payment. Payment confirmation plays an important role in helping BAZNAS identify the *muzakki*, the payment amount, and the type of funds deposited. However, if the *muzakki* do not provide confirmation, BAZNAS can only identify incoming funds through bank statements without clearly determining the identity of the payer or the category of payment.

In addition to the implementation of these management functions, this study also identified several supporting factors and challenges related to zakat collection through digital channels. The supporting factors include the availability of digital payment channels, digital information media, internal organizational support, and the increasing familiarity of some *muzakki* with cashless payment services. Meanwhile, the challenges include the absence of dedicated digital personnel, the need to improve human resource competencies, transactions that are not always accompanied by payment confirmations, incomplete payment data, uneven levels of digital literacy among the public, and the need to strengthen the participation of non-civil servant communities.

DISCUSSION

Management of Zakat Collection through Digital Channels

The findings indicate that zakat collection through digital channels at BAZNAS of Padang City has become part of digital public services. However, the existence of digital channels does not automatically ensure that zakat collection is carried out optimally. This finding is consistent with the view that the digitalization of public services is determined not only by the availability of technology but also by the readiness of human resources, organizational structures, service processes, and supervisory systems (Listiana et al., 2023; Makarim & Hamzah, 2024).

From the planning perspective, the existence of the Annual Work and Budget Plan (*Rencana Kerja dan Anggaran Tahunan*—RKAT) demonstrates that BAZNAS of Padang City already possesses a formal framework for zakat collection. Nevertheless, the absence of specific targets for digital zakat collection means that the contribution of digital channels cannot yet be measured clearly. Within the planning function, organizations should not merely establish general directions but should also formulate objectives and performance indicators that can be evaluated. Therefore, digital channels need to be positioned as part of the zakat collection strategy, with their own targets and performance indicators.

Regarding the organizing function, the fact that digital management responsibilities remain attached to several divisions indicates that the organizational structure has not yet become fully specialized. In the context of digital public services, a clear division of responsibilities is essential to ensure that service delivery, verification, and transaction recording can be carried out consistently. The absence of dedicated digital personnel means that management processes still rely heavily on coordination among divisions. This condition highlights the importance of organizational arrangements in strengthening the sustainability of digital zakat services.

From the implementation perspective, digital channels provide convenience for *muzakki* who are already accustomed to cashless transactions. However, the low level of utilization among non-civil servant communities indicates that implementation efforts cannot rely solely on the provision of payment channels. BAZNAS needs to strengthen socialization, public education, and technical guidance to ensure that the public understands the procedures for payment and confirmation. This finding is consistent with the study conducted by (Mauludin & Herianingrum, 2025), which found that the success of digital zakat is influenced by ease of use, trust, and the institution's capacity to manage its services effectively.

With respect to the supervision function, the findings reveal that payment confirmation constitutes a critical aspect of ensuring that digital transactions are properly recorded. Without confirmation, BAZNAS can only identify incoming funds through bank statements without obtaining complete information regarding the identity of the *muzakki* and the type of funds received. This condition is directly related to transparency and accountability. In digital zakat management, accurate record-keeping is essential to ensure that every transaction can be traced and accounted for properly (Anisah et al., 2025; Khulataini, 2025).

Supporting Factors and Challenges of Digital Zakat Collection

The findings of this study indicate that one of the main supporting factors in zakat collection through digital channels at BAZNAS of Padang City is the availability of various payment facilities, including websites, QRIS, official bank accounts, and mobile banking services. The availability of these facilities demonstrates that BAZNAS has attempted to adapt to developments in information technology and the increasing demand for more efficient public services. Digital transformation in zakat management has become an important strategy for improving access to zakat services and expanding the reach of fundraising activities among the wider community (Santo Hartono, 2022). In addition, digital channels provide greater flexibility for *muzakki* because zakat payments can be made anytime and from any location. Previous studies have also shown that the use of digital technology contributes significantly to strengthening zakat, infaq, and sadaqah fundraising activities in Indonesia (Yasifah & Makhrus, 2024).

Another supporting factor identified in this study is the availability of digital information media and the support provided by the internal organization. The use of websites, social media platforms, and other online communication channels enables BAZNAS of Padang City to disseminate information regarding zakat programs and payment procedures more effectively. Organizational support plays an essential role in ensuring that digital transformation initiatives can be implemented sustainably and integrated into institutional management practices. According to the National Zakat Agency, digital-based zakat services constitute part of broader efforts to improve transparency, accountability, and service quality in zakat management (Baznas, 2024). Moreover, the increasing familiarity of some *muzakki* with cashless transactions creates opportunities for further expanding the adoption of digital zakat services (Wulandari et al., 2025).

Despite these opportunities, the study found several internal constraints that hinder the optimization of digital zakat collection. One of the most significant challenges is the absence of personnel specifically assigned to manage digital services. As a result, the management of digital channels remains integrated into the responsibilities of existing divisions, potentially reducing the effectiveness of service delivery and transaction monitoring. In addition, the competencies of human resources in managing digital systems still require improvement, particularly in relation to transaction verification, data processing, and digital communication. Effective management functions require organizations to establish clear task divisions and competent personnel to support institutional objectives (Handoko, 2012). Similar findings have been reported by (Maimuna & Suprayitno, 2025; Husain & Sari, 2024), who emphasize that the success of zakat digitalization depends not only on technological infrastructure but also on organizational readiness and managerial capacity.

The research also identified several external obstacles, particularly those related to community characteristics and patterns of technology adoption. Digital literacy among the public remains uneven, resulting in varying levels of understanding regarding digital payment procedures and confirmation mechanisms. Many people, especially those outside the civil servant sector, still prefer to make zakat payments directly because they perceive conventional methods as more familiar and trustworthy. Previous studies have shown that public trust and digital literacy are important determinants of the acceptance and effectiveness of digital zakat services (Asrani et al., 2025; Haryono & Yusuf, 2025). Furthermore, the relatively low participation of non-civil servant *muzakki* indicates that digital transformation has not yet fully succeeded in expanding the base of zakat contributors. This condition is consistent with earlier findings emphasizing that digital fundraising strategies must be accompanied by continuous socialization and public education efforts (Rizaludin, 2022; Hasan & Kamiluddin, 2021).

Based on these findings, the development of digital zakat collection at BAZNAS of Padang City should be directed toward strengthening both internal management and community engagement. Institutional improvements are needed in the form of dedicated digital personnel, enhanced staff competencies, and more systematic transaction-recording mechanisms. At the same time, continuous public education programs are necessary to improve digital literacy and increase public confidence in digital zakat services. The digitalization of zakat should therefore be understood not merely as the provision of technological infrastructure but as a comprehensive transformation involving organizational, managerial, and social dimensions (Fauza, 2023). Since this study was conducted only at BAZNAS of Padang City, its findings cannot fully represent the diversity of digital zakat management practices implemented by other regional zakat institutions (Husain & Sari, 2024). Therefore, comparative studies involving multiple BAZNAS offices at regional and national levels are needed to identify best practices and strengthen digital zakat governance in Indonesia.

CONCLUSION

The management of zakat collection through digital channels at BAZNAS of Padang City has been implemented through the functions of planning, organizing, implementation, and supervision. In terms of planning, BAZNAS has referred to the Annual Work and Budget Plan (*Rencana Kerja dan Anggaran Tahunan*—RKAT) and has provided several digital channels; however, it has not yet established specific targets for digital zakat collection. Regarding the organizing function, digital zakat management is still carried out across multiple divisions and is not yet supported by dedicated personnel. In terms of implementation, digital channels have been utilized through websites, QRIS, official bank accounts, mobile banking services, and other digital media, although their use remains uneven among non-civil servant communities. Concerning supervision, BAZNAS conducts payment confirmations, bank statement verification, transaction recording, and the issuance of payment receipts. Nevertheless, challenges remain because transactions do not always include complete information regarding the payer's identity and the type of payment. The supporting factors for digital zakat collection include the availability of payment channels, digital information media, internal organizational support, and the presence of *muzakki* who are accustomed to cashless transactions. Meanwhile, the challenges faced include the absence of dedicated digital personnel, the need to improve human resource competencies, transactions that are not always confirmed, incomplete payment records, uneven levels of digital literacy among the public, and suboptimal participation among non-civil servant communities.

This study provides both theoretical and practical contributions to the development of public management and digital public service studies, particularly in the context of zakat management by regional public institutions. The findings enrich the understanding of how management functions are implemented in zakat collection through digital channels while demonstrating that digital transformation within zakat management institutions depends not only on the availability of technology but also on organizational readiness and the quality of human resources. From a practical perspective, the findings may serve as an evaluative reference for BAZNAS of Padang City in formulating strategies to strengthen digital zakat collection through the establishment of more measurable targets, clearer task allocation, improved staff competencies, and broader public outreach initiatives.

Future studies are recommended to expand the scope of analysis by comparing digital zakat management practices across various BAZNAS institutions at both regional and national levels in order to obtain a more comprehensive understanding of best practices in digital-based zakat management. In addition, future research may employ quantitative or mixed-method approaches to empirically examine the impact of digital channels on increasing zakat collection, enhancing *muzakki* participation, and improving service effectiveness. Further investigation into factors such as digital literacy, public trust, and technology acceptance is also essential to support the optimization of digital zakat collection systems in the future.

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