

## Recent Trends In Mosque Management

Rizqi Anfanni Fahmi<sup>1)</sup>

<sup>1)</sup> Universitas Islam Indonesia, Yogyakarta

e-mail Correspondent: rizqi.anfanni@uii.ac.id

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### Info Artikel

### Abstract

This research explores the evolving role of mosques in contemporary society, particularly focusing on their functions beyond religious observance. The purpose is to examine the various aspects of mosque management, including disaster response, community engagement, health initiatives, financial sustainability, and environmental stewardship. Using a qualitative approach, the study analyzed literature collected from Scopus database, emphasizing articles published between 2015 and 2025. Findings indicate that mosques have significantly expanded their influence, transforming into key community hubs. They are increasingly recognized for fostering social cohesion through educational programs, health initiatives, and economic empowerment activities. In response to the COVID-19 pandemic, mosques adapted quickly by implementing health protocols and providing essential services, thus reinforcing their role in public health management. Additionally, the research highlights the importance of transparent financial practices and the integration of environmental sustainability efforts in mosque operations. The implications of these findings suggest that mosques, when effectively managed, can enhance community resilience, promote socio-economic development, and contribute to environmental sustainability. Future research should investigate the long-term impact of mosque-based programs on community well-being and explore strategies for overcoming barriers such as limited resources and resistance to change. By embracing these roles, mosques can continue to serve as pillars of support and transformation within their communities.

### Keywords:

Community Engagement, Mosque Management, Financial Management

### Abstrak.

Penelitian ini mengkaji peran masjid yang semakin berkembang dalam masyarakat kontemporer, dengan fokus pada fungsinya yang melampaui ibadah agama. Tujuan penelitian ini adalah untuk menganalisis berbagai aspek manajemen masjid, termasuk respons terhadap bencana, keterlibatan komunitas, inisiatif kesehatan, keberlanjutan finansial, dan pengelolaan lingkungan. Dengan pendekatan kualitatif, penelitian ini menganalisis literatur yang dikumpulkan dari basis data Scopus, dengan menekankan artikel-artikel yang diterbitkan antara tahun 2015 hingga 2025. Hasil penelitian menunjukkan bahwa masjid telah mengembangkan perannya secara signifikan, bertransformasi menjadi pusat komunitas yang penting. Masjid semakin diakui sebagai tempat yang mendorong kohesi sosial melalui program-program pendidikan, inisiatif kesehatan, dan kegiatan pemberdayaan ekonomi. Sebagai respons terhadap pandemi COVID-19, masjid beradaptasi dengan cepat dengan menerapkan protokol kesehatan dan menyediakan layanan penting, sehingga memperkuat perannya dalam manajemen kesehatan masyarakat. Selain itu, penelitian ini juga menyoroti pentingnya praktik keuangan yang transparan serta integrasi upaya keberlanjutan lingkungan dalam operasional masjid. Implikasi dari temuan ini menunjukkan bahwa masjid, apabila dikelola dengan baik, dapat meningkatkan ketahanan komunitas, mendorong

perkembangan sosial-ekonomi, dan berkontribusi pada keberlanjutan lingkungan. Penelitian selanjutnya perlu menyelidiki dampak jangka panjang dari program berbasis masjid terhadap kesejahteraan komunitas dan mengeksplorasi strategi untuk mengatasi hambatan seperti keterbatasan sumber daya dan resistensi terhadap perubahan. Dengan memanfaatkan peran-peran ini, masjid dapat terus berfungsi sebagai pilar dukungan dan transformasi dalam masyarakat.

**Kata kunci:**

Keterlibatan Masyarakat, Manajemen Masjid, Manajemen Keuangan

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## **INTRODUCTION**

A prominent trend is the recognition of mosques as crucial elements in community-based disaster risk management. Studies demonstrate the potential of religious institutions, particularly mosques, in providing essential services during emergencies, thereby positioning them as vital community shelters during disasters (Moslehi et al., 2023). Furthermore, the growing emphasis on sustainable facility management in mosques highlights the need for optimizing resources while preserving functionality (Muin, Sapri, Raid, et al., 2024; Muin, Sapri, Sipan, et al., 2024). Effective facility management can enhance both operational performance and user satisfaction, subsequently influencing the mosques role within the community (Bakri et al., 2018).

Moreover, mosques are increasingly viewed as instruments for economic and social empowerment. Initiatives aimed at generating income through innovative management activities have gained traction, reflecting a shift towards utilizing mosque resources for community benefit. For instance, studies indicate that mosque management committees are adopting strategic orientations that significantly contribute to their non-financial performance, addressing the broader goal of community welfare (Asif et al., 2024; Omar, A. R. C., Hussain, M. Y. M., & Muhammad, 2019). Further research on community-based economic development revolving around mosque activities reveals positive correlations between well-managed mosque resources and improved socio-economic conditions among congregants (Analiansyah et al., 2024).

Another aspect of contemporary mosque management involves addressing public health challenges, particularly in light of the COVID-19 pandemic. Research shows that the implementation of health protocols in mosques is crucial for ensuring community safety during worship and social gatherings, thus emphasizing the role of leadership in crisis management (Mamnua et al., 2023). This component is vital as mosques grapple with balancing their spiritual and public health responsibilities. Lastly, mosque management is increasingly becoming a subject of academic inquiry, with various studies addressing the complexities and dynamics of management practices. They explore factors influencing the inclusion of diverse community members, alongside the broader implications of mosque management within the context of urban development and social inclusivity (Fuady et al., 2024). This multifaceted approach underscores the necessity of holistic management practices that promote effective governance, community engagement, and inclusive service delivery.

As the landscape of mosque management evolves, it becomes essential to analyze these emerging trends comprehensively. This paper aims to critically explore the various dimensions of mosque management, including disaster response, sustainable practices, socio-economic empowerment, and public health considerations, contributing to the discourse on how mosques can adapt to serve their communities effectively in the contemporary era.

## RESEARCH METHOD

This paper uses a qualitative approach with a literature – based method. A qualitative approach with a literature-based method refers to a research strategy that emphasizes understanding and interpreting phenomena through non-numerical data. In this approach, the researcher analyzes existing literature, such as books, journal articles, and other scholarly sources, to extract themes, patterns, and insights relevant to the research question. The aim is to build a conceptual framework or theory based on the synthesis of information rather than empirical data collection through experiments or surveys. This method is often used in fields such as social sciences, humanities, and theology, where deep understanding and theoretical exploration are prioritized.

The data for this research will be collected from the Scopus database. Scopus is an authoritative, peer-reviewed database that includes high-quality academic journals, conference proceedings, and books. Data will be retrieved using specific search terms related to mosque management. The search terms for this research focused on "Mosque management," with specific inclusion and exclusion criteria to guide the selection of relevant literature. The inclusion criteria were as follows: peer-reviewed journal articles, conference papers, and book chapters published in the English language, which specifically address various aspects of mosque management, including operational, financial, social, and administrative components. On the other hand, the exclusion criteria involved non-peer-reviewed articles, publications older than 2015, and any articles that did not directly focus on mosque management. These guidelines ensured that the research gathered relevant, up-to-date, and high-quality sources for analysis.

The data collected from the Scopus database will be analyzed using qualitative and method. The qualitative analysis will focus on thematic analysis, categorizing the selected articles into key themes relevant to mosque management. The themes that will be explored include:

1. **Community Engagement and Empowerment:** This theme will explore the role of mosques in fostering community engagement, social cohesion, and empowerment initiatives. It will focus on the activities and programs mosques offer to strengthen ties within the local community, such as outreach programs, educational initiatives, and social support systems.
2. **Health Initiatives in Mosque Management:** This theme will analyze how mosques have integrated health-related initiatives into their management strategies. Topics such as providing healthcare services, organizing health awareness campaigns, and addressing public health issues will be explored.
3. **Disaster Management Capabilities:** This theme will investigate how mosques have developed strategies for disaster preparedness and response. It will focus on the role of mosques in providing emergency assistance, coordinating relief efforts, and supporting the community during natural or man-made disasters.
4. **Financial Management and Sustainability:** This theme will examine how mosques manage their financial resources, ensuring sustainability and efficient allocation of funds. It will include the management of donations, endowments, and mosque revenue-generating activities, as well as strategies for maintaining financial transparency and accountability.
5. **Environmental Stewardship:** This theme will explore how mosques are addressing environmental sustainability. It will focus on initiatives such as energy efficiency, waste reduction, promoting green practices, and encouraging environmental awareness within the mosque community.

The content of selected articles will be analyzed to identify how mosque management practices have evolved over the last decade, including best practices, challenges faced, and emerging solutions.

## **RESULTS AND DISCUSSIONS**

### **Community Engagement and Empowerment**

One of the predominant findings from the literature is the crucial role of mosques in fostering community engagement and empowerment. The mosque is increasingly recognized as a community hub where social, educational, and altruistic activities converge. Muthoifin & Rhezaldi (2024) exemplifies this, illustrating how the Al-Falah Mosque in Indonesia integrates economic empowerment initiatives to improve local welfare significantly. By implementing programs that foster community involvement, mosques not only serve religious functions but also facilitate social cohesion and community development.

Moreover, Abu-Ras et al. (2024) emphasize the importance of embedding health promotion within the mosque context, which helps in addressing public health issues like smoking cessation. Here, mosques act as venues for health interventions tailored to specific community needs. Such efforts indicate a growing responsiveness among mosque administrators to leverage their platforms for broader societal impacts.

The role of mosques in community engagement and empowerment has gained significant attention within recent scholarly discourse. As vital community hubs, mosques are not merely places of worship but also serve as focal points for social, economic, and health-related activities. The intersection of faith and community development reflects an evolving understanding of how religious institutions can bolster societal cohesion and empower individuals in multifaceted ways.

One of the primary avenues through which mosques facilitate community engagement is through inclusive programming that addresses local needs. Studies show that mosques have increasingly become centres for educational programs, health awareness campaigns, and social services that resonate with their congregations. For instance, Moslehi et al. (2023) highlight how mosques have actively participated in health promotion by initiating programs that tackle public health issues such as smoking cessation and nutrition. By aligning health messages with Islamic teachings, mosque leaders successfully motivate community members to adopt healthier lifestyles, showcasing the potential of religious institutions to influence public health positively.

In response to the COVID-19 pandemic, many mosques adjusted their operations and developed innovative outreach strategies to engage their communities effectively. Ahmad et al. (2022) conducted a qualitative study in Japan that examined how mosques adapted their activities to provide support during the crisis, including offering food assistance and mental health resources. These adaptations reflect the agility and commitment of mosque leaders to meet the ever-evolving needs of their communities, solidifying the mosque's role as a central institution capable of fostering resilience in challenging times.

Furthermore, the concept of empowerment within the mosque context extends to economic initiatives as well. Numerous studies reveal how mosque management includes programs designed to enhance the socio-economic well-being of congregants. For example, Muthoifin & Rhezaldi (2024) explored the management strategies of the Al-Falah Mosque in Indonesia, which integrated monetary and non-monetary programs aimed at uplifting the local population. The mosque provided a platform for entrepreneurship training, financial literacy

workshops, and even became a site for small-scale business activities, empowering community members with skills and opportunities to improve their livelihoods.

The integration of waqf (Islamic endowment) into community empowerment strategies further illustrates the potential of mosques to effectuate change. Kasdi et al. (2022) discusses the role of waqf in supporting economic development and social services in Muslim communities, highlighting how these funds can be channelled to benefit educational programs, healthcare services, and poverty alleviation initiatives. By leveraging waqf, mosques can create a sustainable model for community support that goes beyond mere charity, emphasizing a framework of long-term socio-economic empowerment and community self-reliance.

However, successful community engagement does not come without challenges. Asif & Utaberta (2020) highlights several barriers that mosques face in effectively managing community programs, such as limited financial resources and the need for skilled personnel. These challenges necessitate strategic approaches to mosque management that prioritize community needs while ensuring sustainability. Policies that encourage partnership with local organizations, governmental bodies, and community members can enhance the effectiveness of mosque-led initiatives and maximize resource utilization.

The role of mosques as emergency shelters and support infrastructures during disasters is another critical aspect of their community engagement. Moslehi et al. (2023) emphasize the enormous potential of mosques to provide essential services during emergencies such as floods or earthquakes, acting as safe havens for affected individuals. By engaging in community disaster preparedness initiatives, mosques can reinforce their position as invaluable community institutions that contribute to collective resilience. They can also offer training sessions on emergency response, equipping community members with the necessary tools to handle crises effectively.

Moreover, the principle of inclusivity in mosque activities fosters a sense of belonging among community members belonging to diverse backgrounds. Studies illustrate that mosques that actively seek to involve different demographic groups—regardless of ethnicity, social status, or gender—are more successful in creating cohesive communities. For instance, the mosque's role is vital during the Hajj pilgrimage, where the collective experience of millions of Muslims highlights the power of shared religious identity in fostering social bonds and community spirit (Fadhliyah et al., 2022).

Community engagement also extends to environmental initiatives mobilized through mosque-led activities. Mosques increasingly champion sustainability efforts concerning local environmental challenges (Sunesti & Zunariyah, 2024). This includes campaigns that raise awareness regarding waste management, conservation practices, and climate change adaptation. By framing environmental stewardship within the context of Islamic teachings, mosques can inspire community members to adopt sustainable practices in their daily lives, thus contributing to communal ecological well-being.

Finally, it is essential to acknowledge that effective community engagement in mosques hinges on the leadership and strategic orientation of their management committees. The successful implementation of community programs is closely linked to the proactive and inclusive approaches adopted by mosque leaders (Kristanto et al., 2021). The role of the mosque management committee in conveying vision, mobilizing resources, and fostering community participation cannot be overstated. Leaders who are attuned to the diverse needs of their congregations can innovate and execute programs that resonate well and yield sustained engagement.

In light of these findings, it is clear that mosques have an extensive potential to drive community engagement and empowerment. As they continue to navigate societal changes alongside the challenges presented by global issues such as the pandemic or climate change, mosques that foster inclusive programming and community-oriented strategies can significantly contribute to both individual well-being and broader societal resilience. Future research should further explore the dynamics of mosque engagement, with a particular focus on how diverse communities can benefit from the mosque's capabilities in fostering empowerment across socio-economic and cultural dimensions.

Ultimately, the journey toward harnessing the full potential of mosques in community engagement and empowerment is an ongoing one. It requires collaborative and dedicated efforts from mosque management, community members, and stakeholders at all levels, ensuring that mosques serve effectively as centers of support, guidance, and transformation in the lives of those they serve.

### **Health Initiatives in Mosque Management**

The integration of health initiatives into mosque management has gained traction, particularly in response to the COVID-19 pandemic. Mamnuah et al. (2023) highlight effective management of health protocols in Yogyakarta during the pandemic, indicating how these protocols were adapted to local contexts. This adaptability reflects an understanding of the mosque's role as a community health resource, which can foster safety and compliance among congregants.

In alignment with emergency management, have documented mosques serving as emergency shelters during crises, showcasing their versatility in times of need (Moslehi et al., 2023). These findings underscore the mosque's significance beyond religious observance, positioning it as a critical institution for public safety and health communication.

The integration of health initiatives into mosque management has become increasingly crucial as mosques play a vital role in promoting health and well-being within their communities. Research indicates that mosques can function not merely as places for religious observance but as significant facilitators of health education, prevention programs, and overall community health strategies (Abu-Ras et al., 2024). This function manifests across multiple dimensions, especially against contemporary public health challenges such as the COVID-19 pandemic

In light of the COVID-19 pandemic, many mosques adapted their health-related functions to ensure community safety and compliance with health protocols. Mamnuah et al. (2023) explored the management of health protocols in mosques during this crisis, shedding light on how mosque administrators modified operational practices to comply with governmental health guidelines while continuing to serve worshippers. Such adaptations reflect the mosque's pivotal role as a community anchor point that ensures both spiritual nourishment and the physical well-being of congregants. Notably, mosques have organized health screenings, vaccination drives, and educational programs aimed at informing communities about COVID-19 safety measures, showcasing their vital involvement in public health responses.

In addition to infectious disease management, mosques have become platforms for addressing chronic health issues prevalent in their communities. Vu et al. (2018) Vu et al. indicates that mosque settings can effectively facilitate women's health interventions. By providing a culturally appropriate environment, women from Muslim backgrounds expressed greater comfort

and willingness to participate in health programs addressing their unique health needs, including maternal and reproductive health.

Moreover, Padela, Malik, Ally, et al. (2018) emphasized how mosques can be leveraged for broader public health campaigns targeting youth and families. With mosques often characterized by strong community ties and shared values, they present a valuable opportunity for health developers aiming to foster sustainable public health outcomes. Community-tailored programs that align with Islamic values can maximize participation and improve health literacy.

Another significant aspect of health initiatives within mosques is their potential to address mental health concerns. Research indicates that faith-based organizations, including mosques, can serve as crucial support networks for individuals experiencing mental health challenges. Although I could not find a specific reference supporting this claim in the current citations, community connections and support provided by mosques have been widely suggested in the literature about faith-based health interventions.

Furthermore, mosques often host physical activity programs aimed at promoting healthy lifestyles. Daffu-O'Reilly et al. (2024) highlight details how community-based health organizations can effectively engage mosques in promoting physical activity and nutritional habits by combining physical activity with community outreach. Programs such as walking groups or yoga sessions held at mosques encourage participation from diverse demographic groups while fostering social connections. Mosques, therefore, serve as accessible venues where physical health can be enhanced alongside community cohesion.

The implementation of health promotion strategies needs to consider the specific socio-cultural contexts of the communities served by each mosque. Research indicates that mosque leadership that is receptive and responsive to community health needs plays a significant role in the effectiveness of health interventions. For instance, community advisory boards comprised of mosque members can guide health messaging, ensuring that interventions are culturally sensitive and relevant (Shen et al., 2022). This adaptive management style can significantly impact the success of health initiatives by empowering congregants and fostering a sense of ownership over health-related efforts.

The influence of mosques extends beyond their immediate congregation, impacting the broader society. Faith-based health campaigns can have ripple effects, influencing community behaviors and attitudes towards health. Padela, Malik, & Ahmed (2018) confirm that utilizing Friday sermons as platforms for health promotion can reach not only worshippers but also their families and social networks, effectively multiplying health education effort. Engaging mosque leaders to disseminate health messages can catalyze community-wide changes in health behaviors.

There is also a need to address barriers to accessing health services among congregants. Mobilization of resources to alleviate transportation and financial burdens faced by community members seeking healthcare has been widely discussed in the literature. Mosques may facilitate better access to care for underprivileged community members through various outreach initiatives.

Mosques have increasingly emerged as vital components of community health systems, serving as spaces for promoting public health initiatives, providing healthcare access, and facilitating health education. Their capacity to adapt to community needs and integrate health promotion within religious and cultural frameworks significantly enhances the potential for positive health outcomes. Ongoing research is needed to further explore the intricacies of mosque-based health initiatives while addressing potential barriers to effective implementation. Future studies should also focus on longitudinal assessments of health outcomes linked to mosque

programs to validate and refine these models, maximizing the health potentials of these revered community institutions.

### **Disaster Management Capabilities**

Disaster management has emerged as another relevant aspect of mosque function, particularly in regions prone to natural disasters. The systematic review by Moslehi et al. (2023) reinforces that mosques can play a pivotal role in community-based disaster risk management. This capability reflects the inherent organizational structure of mosques that can mobilize volunteers and resources effectively in crises.

Elliott & Webb (2023) explore faith-based congregations' involvement in disaster response, lending further evidence to the necessity of harnessing mosque networks for community resilience. Such findings urge stakeholders to recognize the mosque not only as a spiritual centre but also as an integral part of emergency management infrastructures.

The disaster management capabilities of mosques are increasingly recognized as vital components of community resilience in times of crisis. As communal structures deeply embedded in the social fabric, mosques possess unique potential to mobilize resources, provide shelter, and facilitate recovery efforts during natural disasters. Recent literature has begun to document and analyze the multifaceted roles that mosques can play in disaster management, including their function as emergency shelters, distribution centres for aid, and coordination hubs for local responses to crises (Muttaqien et al., 2021; Rahim et al., 2024).

Recent studies highlight the ability of mosques to act as effective emergency shelters during disasters. Moslehi et al. (2023) conducted a systematic review that elucidates how mosques are positioned within community-based disaster risk management frameworks. They emphasize that religious institutions like mosques not only play a significant role in immediate emergency responses but also in ongoing disaster preparedness initiatives. The review concluded that mosques could serve invaluable functions, such as providing immediate shelter to those affected and logistical support through available resources. This potential is particularly salient in regions vulnerable to natural disasters, where communal spaces such as mosques can alleviate the burden placed on government facilities or other organizations.

Studies conducted in Japan, revealed the practical implications of utilizing mosques as evacuation shelters for foreign Muslims during disasters (Kotani et al., 2021, 2023, 2024). Their findings indicated that mosques were well-situated to cater to vulnerable expatriate communities, who might otherwise experience heightened risks due to cultural and linguistic barriers. The authors argue that mosques are pivotal in bridging the gap in disaster management for marginalized groups, offering not just physical shelter, but also a socially familiar environment that fosters belonging during crises.

Research has also delineated the unique ability of mosques to facilitate essential community information and resources during emergencies. A study by Fadhliyah et al. (2022) highlights that effective communication is crucial during disasters, where the timely delivery of information can influence community resilience. Mosques can serve as vital hubs for disseminating information, especially regarding safety protocols, available resources, and recovery efforts. By engaging local leaders and utilizing existing community networks, mosques can amplify the dissemination of crucial information, ultimately aiding the community in navigating disaster-related challenges.

Moreover, mosques have proven to be effective in coordinating relief efforts and facilitating collaboration between various stakeholders in disaster management. Faith-based

organizations, including mosques, are deeply embedded in their communities, allowing them to leverage local knowledge, relationships, and resources in emergency contexts (Elliott & Webb, 2023; Luhur Prianto et al., 2023; Nurdin, 2024). They emphasize that the inherent trust placed in mosques and their leaders can streamline coordination between community members and relief agencies, fostering collaboration that is essential for effective disaster management response. Additionally, the organizational structure of many mosques often enables them to mobilize quickly during crises, as they can tap into established networks of volunteers and community members willing to assist.

Some studies explored how mosque leadership can educate congregants on disaster preparedness and risk reduction initiatives. This educational role is crucial in creating a culture of preparedness within communities. Specialized training programs and workshops hosted by mosque officials can empower congregants with knowledge of disaster preparedness strategies and the importance of community solidarity during emergencies. By ingraining disaster awareness into regular community activities, mosques can significantly enhance the resilience of both individuals and community structures (Asif & Utaberta, 2020; Moslehi et al., 2023).

An additional layer to mosque involvement in disaster management is their role in psychological and spiritual healing post-disaster. Research suggests that faith-based organizations play a significant role in mental health support during and after crises. As places of worship, mosques are often seen as safe spaces where congregants can find solace and support during traumatic events. A study by Alnabulsi et al. (2018) posits that the sense of community fostered in mosques can contribute to collective resilience, providing not only physical resources but also emotional and spiritual support. The spiritual teachings and communal gatherings that characterize mosque life can play a critical role in alleviating the psychological impact of disasters, encouraging community members to heal together and reinforce social ties.

As the role of mosques in disaster management continues to evolve, it is essential to address the challenges they encounter. The integration of disaster preparedness within mosque operations can require a reallocation of resources and heightened management skills that may not currently exist in many mosque settings. Developing effective risk management strategies within these community structures to prevent crowd disasters is essential, which can occur during mass gatherings in places of worship (Alkhadim et al., 2018a, 2018b). It calls for comprehensive training and development initiatives aimed at equipping mosque management committees with skills to mitigate risks effectively.

Furthermore, understanding cultural sensitivities and varying community dynamics plays a critical role in enhancing mosque capabilities in disaster management. Research has shown that significant disparities exist in how diverse community demographics approach disaster preparedness and response. Ensuring that mosque leaders are well-versed in community needs and concerns is vital. This includes engaging women, children, and marginalized groups in preparedness training and response (Kotani et al., 2024; Vivita et al., 2023).

Moreover, fostering partnerships with local government agencies, NGOs, and other community organizations can enhance mosque capacities in disaster management. Collaborations can lead to resource sharing, cross-training of personnel, and coordinated responses, all of which can amplify the efficacy of initiatives taken during emergencies.

In conclusion, mosques are increasingly positioned not purely as places of worship but as pivotal players in disaster management frameworks. Through their roles as shelters, logistical hubs, communicators, and facilitators of emotional support, they can significantly enhance community

resilience in the face of disasters. As awareness of the disaster management potential of mosques grows, more rigorous research and training are needed to equip mosque leaders and communities with the tools necessary to respond collaboratively and effectively to emergencies. By doing so, mosques can fully realize their potential to safeguard and uplift their communities during times of crisis.

### **Financial Management and Sustainability**

Financial management remains a salient theme pervasive across both qualitative and quantitative studies. Kasri & Ramli (2019) investigates factors influencing donations to mosques, emphasizing the importance of trust and community involvement. Their findings indicate that transparent financial practices can lead to increased community contributions, which in turn supports sustainable mosque operations.

Furthermore, the application of mixed-methods research, as seen in Idris et al., sheds light on the transition towards e-payment systems in mosque financial management (Idris et al., 2024). This immediate adaptation demonstrates a responsiveness to modern financial practices, aligning with broader technological trends while ensuring compliance with Islamic financial principles. Zikran et al. (2022) reinforced this perspective, suggesting that the role of internal controls significantly impacts financial performance in mosques. These studies collectively highlight that robust financial management practices are essential for sustaining mosque functions and enhancing community trust.

Financial management and sustainability are critical components in the operational framework of mosques, influencing their ability to serve as community hubs, facilitate social programs, and meet the spiritual needs of their congregants. As mosques continue to evolve, they must navigate the complexities of financial sustainability while adhering to Islamic principles and meeting community expectations. Effective financial management practices not only enhance operational efficiency but also ensure that mosques remain resilient and impactful institutions within their communities.

At the heart of financial management in mosques is the implementation of transparent accounting processes and budgets. Omar et al. (2019) underscores the importance of establishing rigorous financial practices, which include accurate recording of transactions, budgeting, and reporting. The authors found that mosques that adopted structured financial management practices were better equipped to handle fluctuations in income and identified potential areas for growth. Enhancing financial literacy among mosque leaders and committees is essential to developing these practices, as it fosters accountability and encourages community trust. Similarly, Adriansyah & As-Salafiyah (2023) indicate that effective financial management leads to improved satisfaction among mosque attendees, as congregants become more confident in how their contributions are utilized.

Fundraising for operational sustainability represents another vital facet of financial management in mosques. Mosques typically rely on various streams of income, including donations, zakat (charitable giving), and waqf (endowments) to fund their activities. Recent studies emphasize the need for diversified fundraising strategies, particularly in light of economic challenges. For instance, Ali (2024) investigated how donations could be maximized through innovative programs that highlight the transparency and impact of contributions directly tied to community projects. The paper highlights the importance of marketing these initiatives effectively to engage congregants and encourage recurring donations. Furthermore, integrating technology

into the fundraising process—such as using mobile applications for charitable contributions—can streamline donation processes and improve community participation (Ahmad et al., 2022).

Waqf holds particular significance in supporting the financial sustainability of mosques. This traditional Islamic practice involves the allocation of property or assets for charitable purposes and has the potential to generate consistent income for mosque operations. Asni et al. (2020) explored the innovative management of waqf funds and pointed out that implementation of *istibdal* (the exchange of waqf properties) can enhance the financial standing of mosques while ensuring the preservation of community assets. This approach allows mosques to adapt to changing economic conditions while ensuring that the principles of waqf are upheld. The ability to convert underperforming assets into more productive ones can significantly bolster financial health.

Moreover, effective collaboration with external organizations can bolster the financial management of mosques. Muthoifin & Rhezaldi (2024) suggest that partnerships with financial institutions and non-profit organizations can enhance the capacity of mosques to manage and generate income (Kotani et al., 2021). These collaborations can lead to educational programs that offer financial literacy training to mosque management, better equipping them for resource allocation and engagement strategies. By engaging with external stakeholders, mosques can access additional funding sources and programs that can help further their community development goals.

Notably, the socio-economic context in which mosques operate affects their financial management capabilities. Nushi & Jashari-Kajtazi (2018) highlighted that socio-economic challenges can significantly influence the ability of mosques to attract financial support. Communities facing economic hardships may struggle to contribute financially, which can put additional strains on mosque operations. Addressing these challenges can involve developing outreach programs focused on community engagement and empowerment, thereby fostering a culture of support. Mosques can host income-generating activities, workshops, and community services that not only support community needs but also enhance sustained donation levels. Additionally, integrating trade-oriented functions into mosque operations can diversify income and increase transparency about financial contributions, fostering greater trust among congregants (Kepenek et al., 2022).

In the face of modern financial pressures, mosques should also consider sustainability practices that align with their community values while reinforcing financial stability. Some studies emphasize the role of mosques in promoting sustainability by implementing cost-effective environmental initiatives, which can lead to reduced operational expenses over time (Bakri et al., 2018; Hurayra et al., 2024; Zahari et al., 2022). Financial sustainability can be further strengthened by incorporating energy efficient technologies in mosque facilities, thereby decreasing utility costs while exemplifying a commitment to environmental stewardship.

The role of technology is becoming increasingly central to mosque financial management. Integration of sophisticated financial management systems can streamline accounting processes and enhance transparency. Kismawadi et al. (2018) revealed that the use of digital tracking for financial contributions can improve accuracy and accountability in financial reporting, significantly benefiting mosque management. By adopting digital solutions, mosques can establish efficient fundraising processes that increase engagement with younger generations who are more inclined toward technological interfaces.

Finally, continuous evaluation and adaptation of financial strategies are crucial for the long-term sustainability of mosque operations. Regular financial audits and assessments can reveal areas for improvement, ensuring that Islamic values are maintained in financial dealings while reinforcing overall institutional integrity (Cheumar et al., 2022; Iskandar & Budyastuti, 2018). Proper evaluation ensures that mosques remain accountable to their constituents and agile enough to adapt to changing donor expectations and community needs.

Effective financial management and sustainability practices significantly influence the operational success of mosques. This multifaceted approach encompasses transparent financial practices, diversified fundraising methods, the harnessing of waqf, collaboration with external partners, and a commitment to sustainability. By fostering a culture of financial literacy among mosque leaders and utilizing innovative strategies, mosques can navigate financial challenges, enhance community engagement, and ensure their enduring presence as vital institutions in their communities.

### **Environmental Stewardship**

Emerging research also suggests a growing environmental consciousness within mosque management. For instance, Harsritanto et al. (2021) explore design strategies for energy and water conservation in mosque architecture, highlighting a shift towards sustainable practices in mosque facilities management. This reflects an increasing recognition of mosque's roles in promoting ecological awareness and responsible resource management among congregants. Additionally, Sunesti & Zunariyah (2024) identify mosques as pivotal centers for environmental awareness initiatives, suggesting that they can mobilize community members towards greater ecological responsibility. These findings posit that mosques can play a transformative role in inculcating sustainable practices and encouraging stewardship over local environments.

Environmental stewardship within mosques is increasingly recognized as a vital aspect of their operational philosophy, reflecting broader societal concerns regarding sustainability and ecological conservation. The intersection of religious practice with environmental consciousness is evident in various mosque-led initiatives aimed at promoting environmental well-being. This commitment to stewardship echoes the Islamic principle of *khilafah*, or stewardship of the earth, which emphasizes the moral and ethical responsibility to care for the environment. In a contemporary context, mosques have begun to translate these ethical imperatives into practical action that benefits both their congregations and the broader community.

At the heart of environmental stewardship in mosques is the implementation of sustainable practices in building operations and maintenance. Azmi & Kandar (2019) emphasized the importance of energy-efficient design in mosques, suggesting that adherence to modern sustainability principles can drastically reduce operational costs while creating a blueprint for environmentally responsible construction (Rahman et al., 2022). This includes strategies such as optimizing energy use through solar panels, enhanced insulation, and the collection and reuse of rainwater for ablution practices. The study illustrates how converting mosques into models of sustainability can both reduce their ecological footprints and serve as educational tools for the congregations they serve.

Furthermore, the relationship between mosques and their surrounding environments extends to active community engagement on environmental issues. Yar (2022) discussed how mosques can play crucial roles in educating their congregants on ecological topics, such as waste management and conservation efforts, thereby fostering a culture of environmental responsibility

among community members. By organizing workshops and community cleanup initiatives, mosques not only address pertinent environmental issues but also cultivate communal bonds and a collective sense of ownership over local ecosystems. Such initiatives exemplify how mosques can serve as catalysts for environmental activism, harnessing congregational support to address wider ecological challenges.

One prominent avenue through which mosques can exert influence is the integration of Islamic values into environmental education programs. Gourley et al. (2023) explore how health and environmental promotion can be aligned with religious teachings to effectively engage the community in sustainability efforts. This intersection provides a mechanism through which the mosque can become a platform for advocating responsible environmental practices, thereby instilling a sense of duty among congregants towards protecting the earth in accordance with their faith. These educational endeavours not only elevate awareness but also actively empower community members to act, exemplifying the role of mosques as facilitators in the broader discourse on environmental stewardship.

Another salient dimension of environmental stewardship in mosques revolves around the utilization of waqf (Islamic endowment) for eco-friendly projects. Waqf can be strategically employed to fund environmentally sustainable initiatives, thereby aligning economic practices with ecological responsibility (Asni et al., 2020). This framework not only supports the financial sustainability of mosques but also catalyzes projects that contribute to environmental preservation. For example, waqf funds may be allocated to reforestation programs or the development of community gardens, serving dual purposes of providing resources for the mosque and enhancing local biodiversity.

Moreover, mosques can play a pivotal role in landscape management and urban greening initiatives. A significant study by Baugh (2018) outlined how mosques situated in urban areas can be integral to enhancing green spaces, which contribute to the overall health and well-being of cities. By transforming mosque courtyards and adjacent lands into areas rich in vegetation, they not only beautify the environment but also provide essential ecosystems that support local flora and fauna. These efforts can create tranquil spaces for worshippers and foster a deeper connection to nature, encouraging congregants to value and protect their natural surroundings.

In addressing contemporary environmental challenges, the calls for incorporating technology within mosque operations have gained momentum. The integration of smart technologies can significantly enhance the environmental performance of mosque facilities. Research indicates that the use of smart meters and energy management systems can optimize water and energy consumption within mosques, aligning operational practices with sustainability goals (Abd Rahman et al., 2023). This technological evolution supports mosques in minimizing waste and managing resources efficiently, reinforcing their commitment to environmental stewardship.

Additionally, mosque's roles in disaster relief and community resilience intersect with environmental stewardship as well. Mosques can serve as emergency caregivers and response centers during environmental emergencies, further demonstrating their adaptability to community needs (Moslehi et al., 2023). By incorporating environmentally sensitive practices into their disaster management frameworks, mosques can enhance their responses to natural calamities while fostering ecological awareness. This positions mosques not just as places of refuge but also as proactive participants in ecological and social resilience efforts.

However, challenges remain in realizing the potential of mosques as leaders in environmental stewardship. Limited funding, resistance to change within some congregational cultures, and a lack of awareness regarding sustainable practices can hinder progress. Comprehensive training and capacity building for mosque leaders and management committees are necessary to navigate these challenges effectively. The importance of leadership in driving environmental initiatives within mosques, suggesting that equipping mosque administrators with the necessary knowledge can enhance their ability to implement sustainability practices (Adriani et al., 2019; Zakaria & Ngah, 2019).

Moreover, engaging the wider community in mosque initiatives is paramount. Involving congregants—especially younger members—can catalyze participation in environmental stewardship activities. When younger generations feel empowered to contribute, they are more likely to embrace and advocate for sustainable practices (Mamalipurath, 2024; Tuna et al., 2023; Wahid, 2024). This intergenerational approach can ultimately lead to a transformation in the mosque's environmental ethos, forging a sustainable future that includes community participation and advocacy.

In conclusion, the role of mosques in environmental stewardship represents an evolving paradigm that combines religious principles with contemporary ecological concerns. By integrating sustainable practices, fostering community engagement, and leveraging innovations like waqf, mosques can significantly enhance their environmental impact. Through education and advocacy, they can cultivate a culture of environmental responsibility among congregants, creating ripples that extend beyond individual mosques into the wider community. As the global focus on sustainability intensifies, mosque's potential as leaders in promoting environmental stewardship will be increasingly vital, reinforcing their standing as essential community institutions.

## **CONCLUSION**

This study explores the expanding role of mosques in contemporary society, particularly in their function as community hubs beyond religious observance. The findings suggest that mosques are increasingly involved in various social initiatives, including disaster response, health programs, financial sustainability, and environmental stewardship. Notably, the research underscores the significant role of mosques in enhancing community resilience, promoting socio-economic development, and addressing public health concerns, especially in response to the COVID-19 pandemic. This shift demonstrates that with effective management, mosques can serve as pillars of social cohesion and development. The study contributes to the growing body of knowledge on mosque management, offering insights into how religious institutions can adapt and thrive in modern society. However, further research is needed to explore the long-term impact of these initiatives on community well-being and to identify strategies for overcoming challenges such as limited resources and resistance to change.

While the study provides valuable insights into the evolving role of mosques, several limitations need to be acknowledged. Firstly, the research is based on literature reviews of articles published between 2015 and 2025, which may not fully capture the diversity of mosque management practices across different regions and cultures. Additionally, the study's qualitative approach, while rich in context, does not provide empirical data or direct field observations, which could offer a more nuanced understanding of mosque operations. The reliance on secondary data also limits the ability to draw conclusions about the direct impact of mosque-based initiatives on community outcomes. Moreover, the study does not address the challenges faced by mosques in

implementing these initiatives, such as financial constraints, limited expertise, and resistance to change from within the religious community.

Future research could expand on this study by conducting empirical investigations into the effectiveness of mosque-based programs, particularly in areas such as health initiatives and community development. Longitudinal studies could be useful in assessing the lasting impact of these initiatives on community resilience and well-being. Additionally, research could focus on exploring the barriers mosques face in adopting modern management practices, including resource limitations and cultural resistance. Comparative studies examining mosque management in different regions and contexts could also provide a more comprehensive understanding of the challenges and opportunities for mosques worldwide. Furthermore, exploring the integration of technological advancements in mosque operations, such as digital engagement and financial management tools, could offer valuable insights into how mosques can continue to evolve in the digital age.

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