

## Evaluating Internal Audit, Corporate Governance, and Digital Fundraising in Improving Zakat Collection

Moh Khoirul Anam<sup>\*1</sup>, Laila Yumna<sup>2</sup>, Dina Febriani Darmansyah<sup>3</sup>

Universitas Muhammadiyah Jakarta, Indonesia<sup>1,2,3</sup>

Email: m.khoirulanam@umj.ac.id<sup>1</sup>, laila.yumna@umj.ac.id<sup>2</sup>, dina@umj.ac.id<sup>3</sup>

### Abstract

This study aims to analyze management policies including internal audit development, Corporate Governance, and digital fundraising strategies and their influence on fundraising performance at Zakat institutions in Indonesia. Employing a quantitative Structural Equation Model (SEM) approach, with data analysis conducted using Smart PLS 4, data was collected via questionnaires distributed to Zakat Amil across various institutions. The results indicate that the internal audit process significantly affects Corporate Governance. Crucially, both Corporate Governance and digital fundraising were found to have a strong positive effect on Zakat fundraising outcomes. These predictor variables demonstrate very strong explanatory power, evidenced by R-squared values of 0.911 for Corporate Governance and 0.961 for Zakat collection, collectively explaining a significant portion of the variation in Zakat collection. Therefore, the main recommendation of this research is the reinforcement of internal audit as a determinant of effective governance and sustained investment in digital fundraising to maximize national Zakat potential.

**Keywords:** Internal Audit, Corporate Governance, Digital Fundraising, Zakat Collection, Structural Equation Model (SEM), Amil Zakat

### Abstrak

Penelitian ini bertujuan menganalisis kebijakan manajemen meliputi pengembangan audit internal, tata kelola perusahaan (Corporate Governance), dan strategi digital fundraising serta pengaruhnya terhadap kinerja penghimpunan dana pada Lembaga Amil Zakat di Indonesia. Menggunakan metode kuantitatif Structural Equation Model (SEM) dengan analisis data menggunakan Smart PLS 4, data dikumpulkan melalui kuesioner yang disebar kepada Amil Zakat di berbagai lembaga. Hasil penelitian menunjukkan bahwa proses audit internal memiliki pengaruh signifikan terhadap Corporate Governance. Lebih krusial, baik Corporate Governance maupun digital fundraising terbukti memberikan efek positif yang kuat terhadap hasil penghimpunan Zakat. Variabel prediktor ini menunjukkan kekuatan penjelasan yang sangat tinggi, dibuktikan dengan nilai R-squared sebesar 0,911 untuk Corporate Governance dan 0,961 untuk penghimpunan Zakat, di mana keduanya secara kolektif menjelaskan porsi variasi yang signifikan dalam pengumpulan Zakat. Oleh karena itu, rekomendasi utama penelitian ini adalah penguatan audit internal sebagai penentu tata kelola yang efektif dan investasi berkelanjutan pada digital fundraising untuk memaksimalkan potensi Zakat nasional.

*Kata Kunci: Audit Internal, Tata Kelola Korporat, Penggalangan Dana Digital, Pengumpulan Zakat, Model Persamaan Struktural (SEM), Amil Zakat.*

## INTRODUCTION

The existence of zakat institutions is growing rapidly, the number of zakat funds that have been successfully collected shows a significant number. According to mau In 2020, the national zakat collection was Rp. 12.5 T and in 2021 it was Rp. 14 T. Based on this data, the total national zakat collection increased by 12% per year. In the next period, the growth of BAZNAS collection performance (BAZNAS, 2025) is still happening, where in 2023 it will reach Rp. 15.6 T and in 2024 it will reach Rp. 17.4 T. Despite the growth in collection, this achievement is still far from the potential of national zakat, which is predicted to reach Rp. 327.6 T/year. This is a challenge not only for BAZNAS but also for other zakat institutions because of the disparity between the potential and the factual conditions (Baznas, 2019). In addition, there is a problem that the collection of zakat funds is smaller than the collection of other funds, such as infaq funds. The data of several zakat institutions is presented as follows:

Table 1 the amount of zakat and Infaq funds collected In millions of rupiah

No	Name of the Institution	Year	Zakat	Infaq
1	LAZISMU	2023	130.296	316.394
2		2022	107.542	235.286
3	Al Azhar	2024	22.226	33.041
4		2023	20,448	28.675
5	BSI Maslahat	2023	12.556	112.343
6		2022	13.415	103.752

Source of financial statement data processed

Basen on Table 1 above in some zakat institutions, the amount of zakat funds collected is not greater than other funds, it can be concluded that the majority of zakat institutions have not found an effective method to be used in zakat fund collection or can indicate that zakat fund collection has not been the main focus.

The Management of the Institution ensures that funds are collected, managed and distributed professionally, resulting in an efficient process. Funds are channelled to the right parties through standard procedures, so that operations can be carried out efficiently. Therefore, zakat institutions need modern management concepts, such as internal audits, in developing governance

(Kashi et al., 2024). Governance and digital fundraising In developing fundraising activities (Kim & Mason, 2020; Korabayev et al., 2024).

The purpose of zakat management through institutions is to ensure that management can be carried out effectively and efficiently (Majelis Permusyawaratan Rakyat, 2011). In terms of operational efficiency, a comparison of the management of zakat institutions from 3 countries, namely Indonesia, Malaysia and Singapore, in the research of Subardi, Sukmadilaga, & Yuliafitri, The efficiency of the operation of zakat institutions in Indonesia has been represented by BAZNAS, but data was found that in the 2 years of the period studied had an inefficient score (Subardi et al., 2020). Meanwhile, the Malaysian and Singapore institutions have been efficient during the period studied. In its operation, the zakat institution experiences obstacles, especially those operating at the Provincial and Regency levels. In addition, Sularno in his research stated that the conditions of zakat management at LAZ/BAZNAS at the Provincial and Regency levels vary, such as the absence of salary standardisation, the lack of supervisory boards and the existence of institutions that are not well known by muzaki (Sularno, 2010).

The Amil Zakat Institute (LAZ) operates with self-help funds. The development of LAZISMU's existence in the Regency and Province is partly due to limited operational costs. This was also conveyed by Andrian in his research, that the limitations of the Amil Zakat institution are obstacles in funding initial activities in the form of advertising publications with large funding needs. The allocation of LAZ operational funds only comes from amil allocation funds from zakat and infaq, which have not met the needs. The following obstacle is the lack of human resources, both in terms of quality and quantity (Ishak et al., 2021). This obstacle is caused by the ratio of human resource costs to the total inefficient collection (Embuningtiyas & Mashudi, 2020). The main function of the zakat institution is to collect zakat funds, but due to the limitations as stated, it makes the zakat institution less focused on collecting zakat and causes more focus on programs with infaq fund schemes. Because the form of the infaq program funds is in great demand by donors. This can be seen from the financial statements of the zakat institution, which show that the infaq fund is larger than the zakat fund (Anam, Yumna, et al., 2023). So that in the face of existing limitations, zakat institutions need assistance and managerial to ensure that the institution can develop and achieve the targets that have been set (Nucciarelli et al., 2017).

Fundraising is an indicator of the performance of the zakat institution and is a measure of performance. Institutional performance is the periodic determination of the operational effectiveness of the organisation, its organisational parts and employees based on previously set goals, standards and criteria (Mulyadi, 2017). In the study Ma et al., (2024). company's performance was influenced by Corporate Governance, and technological innovation had a moderating relationship.

Measuring organisational performance can be analysed through *Intellectual Capital Theory* with the role of human capital, structural capital and relational capital. Where amil competence and digital infrastructure are part of the intellectual capital of zakat institutions, while strategic resource capital is taken from the muzakki network. However, this capital can run effectively if it is aligned with corporate governance and internal audit. This has been done in Malaysia by (Ishak S, 2021) that internal audit plays a significant role in strengthening governance in zakat institutions, but in Indonesia, it is still rare to conduct further research on this practice.

In addition to *Intellectual Capital Theory*, another foundation refers to the Resource-Based View (RBV), which emphasises that the use of resources owned by the organisation is an advantage that can be taken into account. Thus, the performance of zakat collection can work optimally through *well-implemented Corporate Governance*, strong intellectual capital and innovation from digital fundraising strategies. Thus, the combination of *Corporate Governance*, internal audit and digital fundraising is part of the key determinants that are seen to improve the performance of zakat institutions (Barney, 1991).

*Corporate Governance* is the application of modern management that can be applied in zakat institutions, which will be able to prevent losses that may occur in the operational activities of the institution (Pizzini & Sterin, 2025). Losses that may arise, such as the misuse of cash. Too large a cash amount will lead to cash misuse, and too small a cash amount will make it difficult to implement work programs and activities. Awareness of integrated governance in the organisation (d'Arcy & Eulerich, 2024). Governance implementation is carried out using the Three-Lane approach. (Defense) model with subsystem maturity level. The risk management function and internal control system are the main drivers of integrated governance maturity.

There are several studies that prove that the quality of BAZ/LAZ governance greatly determines the effectiveness of zakat management. Santoso,

Ahmad, & Wan Jusoh, 2024 stated that muzakki's trust in BAZ/LAZ can be strengthened by applying the principles of corporate governance in its management, although in practice several aspects are still very weak, such as accountability and transparency. In addition, the findings also confirm that the Nahdhatul Ulama (NU) in managing zakat combines the principles of corporate governance with the values of NU's religiosity and has been proven to increase public trust, even though its implementation has not been carried out consistently in all regions. Based on the findings, it provides an indication that the management of zakat must be in accordance with sharia principles and strengthened with an integrated governance system and oriented towards public accountability. At Lazisnu and Lazismu, the management of the institution is carried out independently with the initiative of residents. So that the management carried out can be non-uniform and may not have adopted a standard management system. So that improving governance is still a long way to go (Anam, Risdianto, et al., 2023).

Regarding efforts to increase the results of zakat fund collection in the research Amar et al., (2024) there are several aspects that affect the collection of zakat funds, including digital fundraising, organisational capabilities, and religiosity. From the results of the study, it can be concluded that Digital fundraising increases the amount of zakat fundraising. The rapid development of social media has made the digital world a socializing environment for humans. The use of digital media in fundraising is an alternative communication in marketing activities, compared to marketing using *offline methods* (Baznas, 2019).

The main catalyst in developing the current zakat collection model is through the development of digital technology. This is confirmed by (Utami et al., 2020a), that the increase in zakat collection at BAZNAS is influenced by digital-based zakat payments. Even Firdaus et al., (2023) strengthening that social media and fintech can be used as a digital fundraising strategy to expand the reach of muzakki targeting the millennial generation and gen Z. However, the challenges in digital fundraising are quite a problem in itself, including the limitations of amil on digital literacy and the certainty of transaction accountability which requires the integration of information systems (Nasution, 2022). Information technology plays a very significant role in the collection and distribution of zakat funds, especially in management in terms of Communication, coordination and Cooperation (Mutamimah et al., 2021).

Internal audits of social institutions are still rarely carried out. The aspect of governance and internal audit is the application of professional management science which is expected to provide maximum management benefits in achieving organizational targets. So this study aims to analyze the implementation of corporate governance, internal audits in zakat institutions and how it affects the collection of Zakat funds. The great potential of zakat institutions needs to be supported by a strong management system. There are not many zakat institutions that implement an internal audit process. A zakat institution usually has many branches and is spread throughout Indonesia. Each branch needs to follow the management standards set by the head office. Periodic evaluations can be conducted with an internal audit team. The potential for an increase in zakat funds collected by institutions remains large. The larger the zakat funds that have been collected, the greater the potential in improving the social and economic aspects of the lower strata (Haworth et al., 2015). The development of zakat management organizations needs to be directed so that they can operate effectively and efficiently and be able to achieve the set organizational targets (Presiden Republik Indonesia, 2011).

The internal audit function although as a division at level 3 or a support division, has an important role in improving the management system. The audit function is to provide solutions to the management processes carried out by organizations, institutions or business agencies so that they can operate effectively and efficiently (The IIA's Three Lines Model, 2020). Internal audit ensures that organizational goals are achieved and ensures that adequate controls are in place to prevent potential losses that may arise in organizational operations (The Institute of Internal Auditors, 2024).

In Wang explained that audit activities have an effect on the disclosure of Environmental Social Governance (ESG) becomes clearer. Not only the financial reporting aspect, other aspects will also have better quality and be positively impacted (Wang & Zeng, 2024). The head of the audit division must develop a risk-based work plan to determine the audit priorities of internal audit activities, so that they are consistent with the organization (The Institute of Internal Auditors, 2024). In the risk-based audit process, the internal audit division needs to identify risks from each branch which is carried out periodically, at least once a year. The implementation of risk-based audits ensures that organizations remain focused on their vision and operate efficiently (Zhang & Balia, 2024). In the preparation of the annual audit plan, management maps the audit objects

based on the amount of risk. This certainly has an impact on the implementation of audits, where priority will be given to those who have great risks. Internal audit management activities are the main activities in the organization of internal audit units. This section ensures that resource allocation can be allocated so that it can be optimally utilized in internal audit activities during the period. The resources owned can be used optimally in ensuring that improvements can be carried out by management in achieving development targets (Coetzee, 2010).

The purpose of this research is to analyze the development of internal audit aspects, Good Amil Governance, Digital fundraising for zakat fund collection. So that by looking at the results of this research, it will be information for the zakat institution in developing these aspects that are researched in this study.

## **RESEARCH METHOD**

This study uses a quantitative method. The analysis technique in this study uses the Structural Equation Model (SEM) method. Data processing is carried out with the Smart PLS 4 application. The research variable uses Independent variables consisting of Internal Audit, Corporate Governance, Fundraising, and variable Y is Zakat fundraising, Corporate Governance variable is a moderation variable. Where the Internal audit variable affects Corporate Governance, and the Corporate Governance variable affects the collection of zakat. Data collection was carried out using questionnaires, questionnaires containing questions that were answered with selected answers on a Likert scale. Data analysis was carried out using the SEM PLS application.

Data collection was carried out by distributing questionnaires. The questionnaire uses a Likert scale, with a measurement scale of 1, 2, 3, 4, 5. The questionnaire was distributed to the Amil Zakat Institution or the Indonesian Amil Agency. The population of this study is all employees of zakat institutions in Indonesia. The sample is determined by the non-probability sampling method, namely, the distribution of the questionnaire is carried out by the incidental sampling method, which can be interpreted as the sample is easily accessible by the researcher (Soegiyono, 2013). So that the questionnaire is distributed to respondents who can be reached by the researcher. In hypothesis testing, this study tested the variables so that the following hypotheses were proposed: Hypothesis 1: Internal Audit Has a Significant Effect on Corporate Governance; Hypothesis 2: Digital Fundraising Has a Significant Effect on Zakat Fundraising;

Hypothesis 3: Corporate Governance Has a Significant Effect on Zakat Fund Collection.

## RESEARCH FINDINGS AND DISCUSSION

The respondents in this study consisted of Gender, Male, as many as 55 people or 75%, Female, as many as 18 people or 25%. **Position:** Staff as many as 34 people, Junior Manager as many as 14 people, Senior Manager as many as 11 people, Director as many as 14 people. **Domicile:** Jakarta, Bogor, Tangerang and Bekasi (Jabotabek) as many as 34 people, West Java as many as 20 people, Central Java as many as 6 people, East Java, as many as 2 people, Sumatra as many as 8 people, Kalimantan as many as 1 person, Sulawesi as many as 1 person, Maluku as many as 1 person.

### Outer Model

Testing of measurement models using the Smart PLS App includes loading, reliability, convergent validity, and discriminant validity. To assess reliability, the loading factor used in this study was above 0.7. Composite reliability (CR) is used to assess the reliability of internal consistency; the threshold value used in this study is 0.7. In assessing the validity of the convergence, the mean value of the extracted variance (AVE) used for each construct in this study must exceed 0.5 (Al Nawayseh, 2020). Fourth, to assess the validity of the discriminator, this study considered a criterion (Fornell & Larcker, 1981), which states that the AVE value of each construct is greater than its correlation with the other (Ghozali & Latan, 2015). Of all the calculation results, the loading factor values, composite reliability (CR) and AVE were above 0.70, 0.70, and 0.50, respectively.

### Inner Model:

**R Square Adjusted:** The path coefficient indicates the direction and strength of the relationship between latent variables. The value of the coefficient ranges from -1 to +1.

Tabel 2 R Square

Variabel Dependen	R-square	R-square adjusted
Corporate Governance	0.911	0.906
Zakat Collection	0.961	0.956

Based on R Square Results Table 2 above can describe, R Square on corporate governance explained that the determination of the independent



variable in this variable is 0.868, meaning that it has a strong determination; R Square in the Zakat Collection explains that the determination of the independent variable in this variable is 0.915, which means that it has a strong determination. A high R result explains that the model can explain good data variations.

### **Hypothesis Testing**

	<b>Hipotesis</b>	<b>Coef</b>	<b>T Statistics</b>	<b>P- Values</b>	<b>Result</b>
H1	Internal Audit -> Corporate Governance	0.933	34.861	0.000	Influence
H2	Corporate Governance -> Zakat Collection	0.238	1.584	0.113	Not Influence
H3	Digital Fundraising -> Zakat Collection	0.729	4.977	0.000	Influence

Based on the table 3 above, the results of the hypothesis test can be formulated as follows: 1) The Influence of Internal Audit on Corporate Governance. The results of the T Test of 34,861 are greater than 1.96, and the P Values are 0.000, this value shows that it is smaller than 0.05. So that the hypothesis is accepted, which means that there is a significant influence between corporate governance on zakat collection; 2) The Influence of Corporate Governance on Zakat Collection. The T Test result of 1.584 is not greater than 1.96, and the P Values are 0.113, this value indicates no less than 0.05. So that the hypothesis is rejected, which means that there is no significant influence of corporate governance on zakat collection; 3) The Influence of Digital Fundraising on Zakat Collection. The T Test result of 4.977 is greater than 1.96, and the P Values are 0.000, this value shows less than 0.05. So that the hypothesis is accepted, which means that there is a significant influence of digital fundraising on zakat collection.

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### **The Influence of the Audit Process on Corporate Governance**

The results of data processing stated that there was a significant positive influence between internal audit and Corporate Governance. The results of this study can explain that the internal audit function has been felt by the Institution. Although the internal audit organization has not been formally determined, the internal audit of the parent foundation, or sharia audit, has been felt the benefits. Governance plays a major role and the aspect that must be responsible for internal audit (Ishak et al., 2021). In the study of zakat institutions Yolanda et al., (2020) audit has a positive and significant influence on amil governance.

In Research Mahzan & Yan, (2014) internal auditors are the right party to provide assurance and consultation on Governance Risk and Compliance (GRC) so that companies remain competitive. Generally, these companies are less aware of the importance of internal audits, and if there is awareness, there is a general reluctance to adopt this practice due to the cost of implementation (Ishak et al., 2021). Internal audit is closely related to risk management where both aspects are important elements of organizational governance. Even though the zakat institution is not a company but with trust as a large administrator and manager of zakat funds, the need for governance is very important.

In a study Mahzan & Yan, (2014) internal audit improved corporate governance through assurance work and consultation on Governance Risk and Compliance (GRC). The Corporate governance variable plays a role as a moderating variable. Although the zakat institution is not a profit organisation, trust in the management and managers is important to manage large zakat funds (Ishak et al., 2021).

### **The Influence of Corporate Governance on Zakat Collection**

The results of data processing stated that there was no significant influence between Corporate Governance and zakat collection. The results of this study are in line with the Organisation of Amil Zakat Nahdlatul Ulama Institutions (Santoso et al., 2024). Amil Governance does not have a significant effect on muzakki's trust in paying zakat. The Governance aspect has no effect because the Institution studied does not emphasise governance in operations. Such as not prioritising the transparency aspect

The results of the study are different, namely, the research findings Amar et al., (2024) that good institutional management can increase the collection of zakat funds. The priority issue in optimising zakat governance is the lack of information about the needs and development of Mustahik to Muzakki and the low motivation and ability of Mustahik to develop (Santoso et al., 2024). Improving the quality and capacity of Amil, especially in the technological aspect, is a priority solution.

### **The Influence of Digital Fundraising on Zakat Collection**

The results of data processing stated that there was a significant positive influence of digital on zakat collection. The development of the internet and social media has changed business behaviour. Business processes have changed from usually running offline to online, using the internet and social media. Digital fundraising is a digital marketing discipline. Digital marketing has grown rapidly today due to the development of supporting infrastructure such as the internet and social media (Dwivedi et al., 2021). In a study Utami et al., (2020) digitalisation of payments has a positive effect on the collection of zakat funds (Nasution, 2022; Wulan et al., 2018). To support the development of digital fundraising, Dompot Dhuafa has adopted digital marketing strategies, including improving search engine optimisation (SEO), content marketing, marketing automation, pay-per-click (PPC), native advertising, affiliate marketing, and social media marketing. This strategy has succeeded in increasing the volume and expanding the reach of the audience as the target of muzakki, but the current zakat institution still needs to combine digital and non-digital strategies.

In Research Hennes, (2023) digital marketing is not only a new tactic that nonprofits can use, but it can actually help address changes in donor behaviour due to its personalised approach to engaging donors. Digital marketing will adopt changes and behaviours from muzakki. Gen Z is the future muzakki for zakat institutions. In the research Firdaus et al., (2023) the role of generation z can

support the digitalisation of zakat literacy on social media for zakat institutions. Gen plays a role in the zakat institution as an amil and as a muzaki.

In zakat fundraising Voltes Cirera, (2023) it is necessary to innovate the balance between tradition and innovation, providing valuable insights into how digital tokenisation solutions can transform and improve fundraising management in the real estate sector. In zakat institutions, innovation and organisational traditions need to be developed in a balanced manner so that increased fundraising can be achieved. In research Yoo & Drumwright, (2018) a competitive environment encourages nonprofits to innovate. One of his innovations is to create virtual reality. The results of the study explain that virtual technology has a strong influence on the intention to donate. From this research, it can be concluded that innovation in digital fundraising needs to be carried out by adopting new technologies.

Digital fundraising will play a very important role in the activities of zakat institutions because the majority of donors are currently millennials and Gen Z, so it is necessary to create a comfortable and familiar application for the target donor (Athar, 2021). In research Maharani & Rohim, (2022) digital fundraising can optimise fundraising at Baznas Jakarta. The implementation of Digital fundraising has been carried out optimally so that it has provided maximum results. The use of digital technology in zakat institutions can maximize.

## CONCLUSION

The results of the study indicate that the internal audit process significantly This study aims to analyse the influence of management policies, including the development of internal audits, corporate governance, and digital fundraising, on the results of fund collection at the Amil Zakat Institution. Using the Structural Equation Model (SEM) method and data analysis with the Smart PLS 4 application, the results of the study reveal important findings regarding the mechanism for increasing Zakat collection.

First, the internal audit process was found to have a positive and significant effect on corporate governance, confirming that although the audit function has not necessarily been formally established, its benefits in ensuring good governance in zakat institutions are already being felt. The R-squared value for corporate governance is 0.911, indicating that the internal audit variable has a very strong determination in explaining the variation in corporate governance.

Secondly, although the results of the initial hypothesis testing showed that corporate governance itself did not have a significant effect on zakat

collection (T-statistic  $1.584 < 1.96$ ), the overall findings concluded that corporate governance collectively with digital fundraising had a positive and significant effect on zakat collection results.

Third, digital fundraising has been proven to have a positive and significant impact on Zakat collection (T-Statistic  $4.977 > 1.96$ ), indicating that the use of digital technology is an effective strategy for optimising Zakat revenue potential.

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