

DIGITAL TRANSFORMATION IN THE MANAGEMENT SYSTEM OF ISLAMIC PROPAGATION INSTITUTIONS IN THE SOCIETY 5.0 ERA: A QUALITATIVE STUDY OF INFORMATION TECHNOLOGY IMPLEMENTATION

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ABSTRACT

Digital transformation has brought significant changes to the management patterns of Islamic propagation institutions, especially in facing the characteristics of the Society 5.0 Era. This study aims to analyze digital transformation in the management system of Islamic propagation institutions and identify forms of information technology implementation in supporting the function of Islamic propagation management. The study used a qualitative approach with a case study method. Data were obtained through observation and documentation of the managers of Islamic propagation institutions that have implemented information technology. The results of the study indicate that digital transformation in Islamic propagation institutions takes place through several main aspects, namely the digitization of administration and data management, the use of digital platforms for communication and organizational coordination, the use of social media as an instrument for implementing Islamic propagation programs, and the use of digital data for monitoring and evaluating activities. The implementation of information technology also encourages changes in the work patterns of Islamic propagation institutions from conventional systems to faster, more flexible, integrated, and data-driven management. This study concludes that digital transformation can strengthen the effectiveness of the Islamic propagation institution management system if information technology is not only positioned as a technical tool, but is integrated into the overall function of Islamic propagation management.

Keywords : Digital transformation; Islamic preaching institutions; Islamic preaching management; Society 5.0.

ABSTRAK

Transformasi digital telah membawa perubahan signifikan terhadap pola pengelolaan lembaga dakwah, terutama dalam menghadapi karakteristik Era Society 5.0. Penelitian ini bertujuan untuk menganalisis transformasi digital dalam sistem

pengelolaan lembaga dakwah serta mengidentifikasi bentuk implementasi teknologi informasi dalam mendukung fungsi manajemen dakwah. Penelitian menggunakan pendekatan kualitatif dengan metode studi kasus. Data diperoleh melalui observasi, dan dokumentasi terhadap pengelola lembaga dakwah yang telah menerapkan teknologi informasi. Hasil penelitian menunjukkan bahwa transformasi digital pada lembaga dakwah berlangsung melalui beberapa aspek utama, yaitu digitalisasi administrasi dan pengelolaan data, pemanfaatan platform digital untuk komunikasi dan koordinasi organisasi, penggunaan media sosial sebagai instrumen pelaksanaan program dakwah, serta pemanfaatan data digital untuk monitoring dan evaluasi kegiatan. Implementasi teknologi informasi juga mendorong perubahan pola kerja lembaga dakwah dari sistem konvensional menuju pengelolaan yang lebih cepat, fleksibel, terintegrasi, dan berbasis data. Penelitian ini menyimpulkan bahwa transformasi digital dapat memperkuat efektivitas sistem pengelolaan lembaga dakwah apabila teknologi informasi tidak hanya diposisikan sebagai perangkat teknis, tetapi diintegrasikan ke dalam keseluruhan fungsi manajemen dakwah.

Kata kunci: transformasi digital; lembaga dakwah; manajemen dakwah; Society 5.0.

INTRODUCTION

The development of information technology has fundamentally changed the way many organizations manage resources, build communication, provide services, and make decisions. This transformation has not only been implemented in the business and government sectors, but has also penetrated socio-religious organizations, including Islamic missionary institutions. Within Islamic missionary institutions, the presence of information technology has successfully transformed the patterns of interaction between institutions, preachers, congregations, and the community. Islamic missionary activities, which previously primarily took place through mosques, religious study groups, Islamic boarding schools (pesantren), religious study groups, and various face-to-face meetings, are now increasingly connected digitally through websites, social media, communication applications, database systems, online conference platforms, and various other digital tools,

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enabling them to reach all levels of society. Thus, information technology no longer functions merely as a medium for disseminating Islamic messages but has become an integral part of the management system of Islamic missionary organizations.

This transformation marks the beginning of the Society 5.0 era. The term was first introduced in Japan's Fifth Science and Technology Basic Plan, referring to a society integrated in cyberspace. Humans, at the center of life, combine physical space with technological advancements to find solutions to social problems.(Rahmat et al., 2025). Therefore, Society 5.0 is not only about the use of advanced technology, but also emphasizes the principle of how technology is utilized to create a more adaptive, inclusive, and human-oriented social system.(Serpa & Ferreira, 2018).

As an organization that carries out the function of religious guidance and social services for the community, Islamic missionary institutions are required to adapt to changes in the characteristics of society which are greatly influenced by the shifting times that continue to roll.(Nase et al., 2025). Congregants in the digital era no longer only have the role of receiving preaching messages, but also as users, producers, disseminators, and providers of feedback on all the religious information they receive on their gadgets.('Ulyan, 2023)This change requires Islamic missionary institutions to develop management systems capable of responding to the needs of their congregations in a timely and sustainable manner. Research on the digitalization of Islamic missionary work in Indonesia shows that the development of digital media has transformed patterns of religious practice, expanded the space for interaction between preachers and mad'u (religious leaders), and created a hybrid space between directly and indirectly organized religious activities.(Rohmawati et al., 2025).

Studies on Islamic missionary management information systems have also demonstrated that information systems can support the operations and ongoing management of Islamic missionary institutions by processing data and providing the

information needed by organizational managers. Furthermore, the use of information systems has positioned them as instruments that can support the operations and management of Islamic missionary organizations in a more integrated manner. This demonstrates that information technology has the potential to optimally move from an administrative function to a strategic one in the management of Islamic missionary institutions.(Hafiz et al., 2022).

This research holds a significant position because it seeks to connect three domains that have often been discussed separately: digital transformation, management of Islamic missionary institutions, and Society 5.0. The focus of the research is not directed solely at identifying the types of technology used by Islamic missionary institutions, but rather to understand the process of implementing information technology in the institution's management system, changes in organizational work patterns, the resulting benefits, obstacles encountered, and adaptation strategies undertaken by Islamic missionary institution managers. This research aims to fill the research gap, because previous research tends to view the digital transformation of Islamic missionary institutions from the aspects of media, communication, and changes in religious authority, while studies on how information technology transforms the internal management systems of Islamic missionary institutions are still relatively limited.

Based on the description above, this research wants to elaborate on a problem, namely, how is the implementation of information technology in the transformation of the management system of Islamic propagation institutions in the Society 5.0 era? This question can then be described into several research focuses, namely: (1) what is the form of implementation of information technology in the management of Islamic propagation institutions; (2) how does information technology influence the functions

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of planning, organizing, implementing, and supervising Islamic propagation activities; (3) what are the benefits and challenges of implementing information technology for Islamic propagation institutions; and (4) how Islamic propagation institutions develop adaptation strategies so that digital transformation remains oriented towards the needs and welfare of the congregation.

Academically, this research is expected to contribute to the development of Islamic Propagation Management studies by broadening understanding of the relationship between information technology and the management systems of Islamic propagation organizations. Therefore, this research in the future can provide a model of understanding for Islamic propagation institution managers in designing digital transformation that is not only focused on the use of social media or digital applications, but also includes the integration of technology into the overall management process of Islamic propagation institutions. Thus, digital transformation in Islamic propagation institutions can continue to move in a better direction in building actual organizations that are information-based, participatory, effective, and remain oriented towards humanitarian values as echoed in the spirit of Society 5.0.

THEORETICAL BASIS

Digital Transformation

Digital transformation is a process of change that occurs when digital technology is used to alter an organization's value creation mechanisms while simultaneously generating structural changes that require the organization to respond to environmental changes. Therefore, digital transformation is not simply measured by the presence or absence of technological devices, but by the extent to which those technologies change the way an organization works and makes decisions. (Vial, 2019).

MDigital media has transformed patterns of religious interaction and created a hybrid space between online and offline religious activities. Furthermore, social media has influenced how Muslims, particularly in Indonesia, understand and practice their religion. These findings demonstrate that digital technology is not only a communication channel but also has the potential to transform socio-religious practices.(Rohmawati et al., 2025).

Da'wah Management Information System

Management information systems play a role in supporting the integrated operations and management of Islamic missionary organizations. These systems encompass everything from data processing to data programming and can provide the information needed by organizational managers.(Hafiz et al., 2022). The da'wah management information system is an information system that is structured through formal procedures to provide relevant information for managers, both internal and external information, so that the decision-making process can be carried out more effectively.(Efendi et al., 2023).

WithThus, the da'wah management information system can be understood through several main components: Input, in the form of congregation data, activity data, da'i data, financial data, program data, and organizational environmental information. Process, in the form of data collection, classification, processing, analysis, and updating. Output, in the form of information that can be used for planning, coordination, service, and evaluation. Feedback, in the form of information on the results of activity implementation that is used as a basis for improving the next program. Through this framework, the information system not only functions as an

administrative medium, but also can be a very effective tool in organizational decision-making. The better the quality of the information produced, the greater the possibility that the institution's managers can make decisions based on the actual conditions of the organization and the needs of the congregation.

RESULTS AND DISCUSSION

Digital Transformation as a Change in the Management System of Islamic Propagation Institutions

The research results show that the implementation of information technology in Islamic missionary institutions not only results in changes in the media used to convey religious messages but also stimulates changes in the organizational management system. Information technology is ultimately used to support administration, internal communication, congregation data management, program publication, activity coordination, documentation, and evaluation of Islamic missionary programs. These findings suggest that digital transformation in Islamic missionary institutions should be understood as a process of changing the direction of organizational or Islamic missionary institutions' policies, not simply a process of digitizing Islamic missionary media.

These findings align with the concept of digital transformation, which views the method of operating digital technology as a trigger for changes in organizational structure, processes, and mechanisms. From this perspective, organizations undergoing digital transformation are not limited to Islamic missionary institutions themselves as users of digital devices, but are more complex, where Islamic missionary institutions are beginning to change the way they work and create value through the use of digital technology. This is certainly in line with Vial (2019), who explains that digital transformation can result in changes in organizational structure,

organizational processes, and how organizations respond to environmental changes.(Vial, 2019).

In the context of Islamic missionary institutions, this change is evident in the shift in management from previously relying heavily on informal communication and manual documentation to a more documented and digitally connected management model. Information regarding Islamic missionary activities can be stored, updated, distributed, and accessed by administrators according to the organization's needs. This finding aligns with research by Hafiz et al. (2022), which outlines the vital role of management information systems in providing information to support the integrated work and management of Islamic missionary organizations. Thus, information technology can be positioned not merely as an administrative tool, but as part of the management infrastructure of Islamic missionary institutions.(Hafiz et al., 2022).

However, this transformation doesn't happen automatically. Recalling the concept of Society 5.0, which prioritizes the role of humans, the extent of this transformation is greatly influenced by qualified human resources, with leadership skills, organizational culture, infrastructure availability, and the institution's ability to integrate technology into its work processes.

Implementation of Information Technology in Planning Functions

In the process of implementing information technology in Islamic missionary institutions, several functions emerge, including planning, organizing, actuating, and controlling. In the planning function, information technology has resulted in changes in the way Islamic missionary institutions obtain information that is used as the basis for program development. Data on congregations, activity needs, community

participation, and program responses are collected. Some of the findings from this data collection can be used as considerations in designing future Islamic missionary activities. This is certainly very different from conventional management patterns that have not yet been touched by digitalization, where Islamic missionary program planning often relies heavily on the experience of administrators and informal information obtained from direct interactions with congregations. Digitalization allows this information to be supplemented with more documented data. Thus, Islamic missionary planning has the potential to move from an intuitive pattern to a more information-based one.

From a da'wah management perspective, these changes play a vital role, particularly in planning discourse. These initial stages determine the organization's direction. Accurate information enables institutions to identify the needs of the congregation, determine program targets, prioritize activities, and allocate resources more rationally. Data utilization also opens up opportunities for da'wah institutions to segment congregations based on specific needs and characteristics. For example, the da'wah material needs of youth groups may differ from those of older groups, while the needs of urban communities may differ from those of rural communities. Information technology enables this information to be managed more systematically.

This finding is in line with previous research that discussed the modernization of management of religious institutions in Indonesia, which showed that the use of technology and information in facing Society 5.0 was able to encourage religious organizations to make substantive and administrative adjustments to environmental changes. (Saifullah Aldeia et al., 2023)

Implementation of Information Technology in Organizing Functions

Furthermore, in terms of organizing, information technology enables administrators to establish more flexible coordination patterns. Internal communication can be conducted through a variety of digital platforms, eliminating the need for in-person meetings. This advantage, especially for Islamic missionary organizations, is particularly beneficial for institutions with numerous administrators, work units, preachers, volunteers, or activity networks in different locations. Information regarding activity schedules, task allocations, logistical needs, documentation, and evaluations can be disseminated through digital communication systems.

These changes demonstrate how technology can impact an organization's communication structure. While previously organizational communication was more hierarchical and vertical, digital technology offers the possibility of creating more horizontal and effective communication. Administrators at various levels can communicate without having to navigate complex bureaucratic chains. However, the digitalization of communication also creates new needs regarding the division of authority and control of information. Not all organizational information can be disseminated to all members. Therefore, digital transformation requires regulation of who has the authority to access, modify, and distribute information.

In this context, the Islamic outreach management information system plays a crucial role as an integration mechanism between people, technology, data, and organizational procedures. This is in line with Hafiz et al. (2022), who asserted that information systems provide the information needed to support the implementation of Islamic outreach organization operations and management. These findings can also be compared with the transformation of other religious organizations in Indonesia. Research on religious organizations shows that digitalization can strengthen

governance, increase the speed of information transfer, and encourage organizational professionalization, but at the same time requires adjustments to organizational culture and human resource capacity.

Implementation of Information Technology in Actuating Function

In the actuating function, the role of digital transformation is particularly evident through changes in how institutions implement da'wah programs. In some cases, activities previously conducted solely in person can be expanded through digital media. Through digitalization, Islamic studies, lectures, discussions, announcements, consultations, and various forms of information services can be delivered through digital platforms. This change has resulted in an expansion of the da'wah space from a physical space to a hybrid one. Institutions no longer have to choose between offline and online da'wah, but can combine the two according to the program's characteristics and the congregation's needs, thus making da'wah more flexible.

From a da'wah management perspective, this situation demonstrates that technology functions as an 'enabler' for the implementation of da'wah programs. Technology can expand an organization's capacity to reach mad'u (Islamic outreach) groups previously unreachable through conventional methods. Digital media is characterized by fast, concise, competitive communication, and is heavily influenced by platform algorithms. Therefore, da'wah institutions need to ensure that digital innovation does not lead to oversimplification of the substance of religious messages.

Research on da'wah management in the Society 5.0 era also emphasizes the importance of da'wah institutions' ability to continuously adapt to shifting media models and message delivery methods that keep pace with changing times so that da'wah remains relevant to the characteristics of a digital society. Therefore, acting in

the digital era is not simply "placing sermons on social media or in digital spaces," but must include organizational skills in designing da'wah that is relevant to the characteristics of a digital society.

Implementation of Information Technology in Controlling Functions

The controlling function is one of the most potential and significant aspects of digital transformation, yet it has received little attention in the digitalization of Islamic missionary institutions. Information technology enables Islamic missionary institutions to obtain data on program implementation, number of participants, level of interaction, congregation response, and various other indicators that can be used for evaluation. While in the conventional era, Islamic missionary program evaluations were mostly based on verbal reports or internal meetings, in the Society 5.0 era, digital data allows evaluations to be conducted with more documented information. Managers can compare program targets with actual results and identify areas for improvement.

In the context of Society 5.0, monitoring not only means finding errors or deficiencies after a da'wah program is underway, but also continuously using information obtained from digital data to improve organizational processes. Therefore, controlling can evolve into a data-driven evaluation process. This perspective is relevant to previous studies on monitoring in the Society 5.0 era. Amertha and Pradesa (2025) point out that the development of smart technology, big data, and the Internet of Things requires organizational monitoring to continue to adhere to the principles of evaluation and control.(Amertha & Pradesa, 2025).

These findings indicate that digitalization can strengthen the oversight function, but technology should not be understood as a substitute for the moral responsibility of Islamic missionary institution managers. In Islamic missionary institutions, oversight must encompass two dimensions: managerial efficiency and moral-religious accountability. Thus, technology can help answer the question of whether a program has achieved its targets, but determining whether the program aligns with Islamic missionary values, goals, and ethics still requires human consideration.

Supporting Factors for Digital Transformation of Islamic Propagation Institutions

The research results show that the digital transformation of Islamic missionary institutions is significantly influenced by several driving factors. First, adaptive leadership, where administrators or leaders of Islamic missionary institutions must be open to innovative ideas, particularly in light of current developments. This will certainly facilitate the adoption of technology within the organization. Second, human resource competency. In line with the principles of Society 5.0, good technology will not merely produce organizational change if managers lack the ability to apply it. Therefore, digital literacy is a key requirement for driving the transformation of Islamic missionary institutions. Third, technological infrastructure. The availability of devices, internet networks, digital platforms, data storage systems, and supporting devices are vital factors for the sustainability of digital transformation in Islamic missionary institutions. Fourth, organizational culture. Digital transformation demands changes in work habits. Organizations accustomed to manual or conventional administrative patterns require a gradual adaptation process to current developments so that administrators are willing to consistently use digital systems.

This is in line with research conducted by Rachmawaty et al. (2024), which explains that limited human resources and funding pose challenges to the integration of information technology in Islamic missionary institutions. Strategies such as internal training, internship programs, and external collaboration can be used to address these issues. Therefore, the success of digital transformation cannot be measured solely by the number of technological devices owned. A more important indicator is the institution's ability to integrate technology with people, procedures, culture, and organizational goals.(Rachmawaty et al., 2024).

Digital Transformation and Changes in the Orientation of Islamic Propagation Management

Based on the overall findings above, digital transformation in Islamic missionary institutions demonstrates a shift in their management orientation. Islamic missionary institutions are no longer solely focused on implementing activities but are moving toward information systems-based management. These changes can be summarized in four main shifts.

First, there has been a shift from manual or conventional administration to digital administration. Organizational data and documents are now being managed using digital tools. Second, there has been a shift from one-way communication to interactive communication. This situation allows congregations not only to receive information, but also to respond and interact with the institution. Third, there has been a shift from experience-based planning to data-based planning. Information about congregations and programs can be used as a basis for decision-making. Fourth, there has been a shift from periodic evaluations to the use of information systems, where

the process is increasingly focused on continuous evaluation. Digital data allows institutions to obtain information about program implementation more efficiently and practically.

The digital transformation of Islamic missionary institutions differs from the digital transformation of business organizations. In business organizations, technology is often directed at increasing efficiency and creating economic value. On the other hand, Islamic missionary institutions have a more complex orientation because they must integrate organizational goals with religious values and social services, which are closely linked to humanitarian principles. Therefore, the digital transformation of Islamic missionary institutions needs to be directed toward a human-centered digital Islamic missionary management model, namely Islamic missionary management that uses technology to improve the quality of service to humans without eliminating the moral and spiritual dimensions. This concept is considered crucial within the framework of Society 5.0. Technologies such as artificial intelligence, big data, cloud computing, and various other digital platforms can indeed improve an organization's ability to manage information. However, the more advanced the technological capabilities, the greater the need for ethics and human oversight.

CONCLUSION

The digital transformation of the management systems of Islamic missionary institutions in the Society 5.0 era demonstrates that information technology is no longer merely a driving force for the dissemination of Islamic messages, but has evolved into a central part of the management process of Islamic missionary organizations. The implementation of information technology enables Islamic missionary institutions to manage information, organizational communication, congregation services, activity documentation, and decision-making more quickly, in

an integrated manner, and adaptively addressing changing community needs. This transformation ultimately requires Islamic missionary institutions to make changes not only in the technological aspect, but also in their organizational structure, human resource competencies, work culture, and decision-making patterns.

Viewed through the POAC management function, digital transformation provides opportunities for Islamic missionary institutions to improve the quality of each stage of Islamic missionary management. Digital transformation does not automatically result in organizational effectiveness. The success of technology implementation is greatly influenced by the readiness of human resources, leadership, organizational culture, digital infrastructure, technological literacy skills, and data management and security policies. From the perspective of Society 5.0, the digital transformation of Islamic missionary institutions must remain human-centered. Technology should be used to improve the quality of services to congregations, expand access to Islamic missions, strengthen community participation, and increase the transparency and accountability of Islamic missionary institutions.

Thus, digital transformation in the Society 5.0 era is not simply a shift from conventional da'wah management to technology-based management, but rather a process of reconstruction or rebuilding the management system of da'wah institutions to be more efficient in line with changing times and oriented towards the welfare of the community. Da'wah institutions that are able to integrate technological sophistication with Islamic management principles and values have a greater opportunity to build sustainable da'wah organizations and be able to address the complex needs of the digital society. Further research can develop this study through comparative studies on several da'wah institutions, the development of a POAC-based

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digital transformation model, or quantitative testing of the relationship between the
level of digital maturity and the effectiveness of da'wah institution management.

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