



DIGITAL TRANSFORMATION OF MOSQUE DA'WAH: ORGANIZATIONAL LEARNING AND INNOVATION IN THE DIGITAL AGE

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Abstract

Keywords:

digital
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Mosques play a crucial role in religious development, prompting several to enhance their management systems and religious activities through digital transformation. This study critically examines the digital transformation in da'wah at Masjid/ Mosque Al Irsyad, integrating organizational learning theory and contemporary digital innovation. Employing a case study methodology, the research identifies five key dimensions of transformation: the development of innovative online da'wah initiatives, strategic modifications in da'wah methodologies, increased participant engagement, comprehensive training in multimedia, and the establishment of sustainable financial frameworks. Theoretically, the study enriches our understanding of integrating traditional religious practices with modern technology. Practically, it highlights the strategic use of social media for broader da'wah dissemination, the creation of responsive educational programs, and the implementation of sustainable financial models. These insights are crucial for religious organizations aiming to harmonize traditional values with the digital age's demands.

Abstrak

Kata kunci:

Transformasi digital; inovasi; manajemen masjid; pembelajaran organisasi

Masjid merupakan lokasi vital di tengah perkembangan keberagaman. Oleh karena itu, beberapa masjid meningkatkan kualitasnya dengan memperbaiki sistem manajemen dan kegiatan keagamaannya. Salah satu wujud perbaikan tersebut adalah transformasi digital. Di tengah lanskap digital yang dinamis, penelitian ini mengkaji secara kritis inisiatif transformasi digital dalam dakwah di Masjid Al Irsyad, menyatukan teori pembelajaran organisasi dengan inovasi digital kontemporer. Dengan metodologi studi kasus, penelitian ini mengungkap lima dimensi transformasi yang penting: munculnya inisiatif dakwah online yang inovatif, adaptasi strategis dalam metodologi dakwah, peningkatan keterlibatan peserta, pelatihan komprehensif dan pengembangan multimedia, serta pembentukan kerangka kerja finansial yang berkelanjutan. Secara teoretis, penelitian ini memperluas pemahaman kita mengenai integrasi praktik keagamaan yang telah lama ada dengan kemajuan teknologi modern. Secara praktis, penelitian ini menekankan penggunaan strategis media sosial untuk penyebaran dakwah yang lebih luas, pengembangan program pendidikan yang responsif dan dapat diadaptasi, serta implementasi model finansial yang berkelanjutan. Temuan ini menawarkan wawasan kritis bagi organisasi keagamaan yang berupaya menyeimbangkan nilai-nilai tradisional dengan tuntutan era digital.

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INTRODUCTION

In today's rapidly evolving and interconnected world, the digital age has ushered in profound transformations, fundamentally altering how

organizations function, communicate, and engage with their stakeholders (Liu & Fu, 2019). This disruption extends far beyond commercial entities, encompassing societal institutions at their core, including religious organizations like mosques. Mosques, as some of the largest religious non-profit organizations globally, occupy a pivotal role within the socio-economic framework, providing diverse services to local Muslim communities, such as Islamic education, administration of waqf and zakat, and funeral services (Omar, Hussin, & Muhammad, 2017; Thoaha & Mujahidin, 2023).

Notwithstanding the mounting urgency of digital adaptation within mosques, previous research exploring organizational learning strategies within religious institutions in the context of the digital age is conspicuously scarce (Callahan-Fabian & Scanlon, 2006; Cyster, 2022; Muafi & Uyun, 2018). This research gap becomes particularly pronounced in Indonesia, where millennials comprise 33.75% of the total Indonesian population (Aldeen, Ratih, & Pertiwi, 2022). This burgeoning demographic, characterized by digital literacy and evolving needs, necessitates mosques embracing digital channels for spiritual nourishment and community engagement. Neglecting to do so could potentially reduce these revered establishments to mere worship sites, thereby stripping them of their more extensive socio-economic and cultural functions.

Furthermore, it is crucial to recognize that the escalating prevalence of digital platforms and services underscores the urgency of embracing digitalization in the context of mosques. Social media platforms, in particular, have emerged as powerful tools for information dissemination, community building, and activism (Jiang, Tay, Ngien, & Basnyat, 2024). Platforms like Facebook, Instagram, and YouTube have witnessed substantial adoption in Indonesia, with hundreds of millions of users (Bayu, 2022). Congregants, particularly the youth, increasingly turn to

these platforms for religious content, seeking guidance, inspiration, and a sense of community.

At the heart of this digital revolution lies the imperative for organizations to continuously innovate. As Fagerberg (2006) articulated, innovation is not merely a strategic choice but a fundamental necessity for organizational survival and growth. In this ever-evolving landscape, organizations must embrace innovation to enhance their productivity and competitiveness (Singh & Saini, 2018). However, the transition toward digital innovation, while considered a beacon of progress for commercial entities, presents unique challenges when applied to religious institutions such as mosques. Existing literature documents that religious leaders often exhibit risk-averse tendencies rooted in conservative values of tradition, security, and conformity (Bendig & Ernst, 2022).

This research seeks to address these critical issues by examining the intersection of digitalization, innovation, and organizational learning within the context of mosques. It is grounded in the framework of organizational learning theory, which asserts that organizations must continuously acquire, interpret, and apply new knowledge to remain adaptive and competitive (March, 1991). As a multifaceted, non-linear process, organizational learning encompasses individual and collective cognition (Jiménez-Jiménez & Sanz-Valle, 2011). Drawing from Crossan, Lane, & White's (1999) 4I Framework, this study delves into how organizational learning unfolds within mosques amidst the digital revolution.

The 4I framework, introduced by Crossan et al. (1999), consists of four core processes. Firstly, "Intuiting" emphasizes the role of intuition and pattern recognition in guiding decision-making. Secondly, "Interpretation" underlines the importance of sensemaking in understanding new information. Thirdly, "Integrating" focuses on assimilating new knowledge into existing systems. Finally, "Institutionalizing" involves embedding learning and change into an organization's culture, systems,

and practices (Crossan et al., 1999). This framework, with adaptations like information foraging and trans-organizational learning, is widely applied in various contexts, including product development and lean management, facilitating organizational learning and continuous improvement (Pyrko & Dörfler, 2013; Schulze et al., 2013).

Within the realm of entrepreneurship and organizational management, organizational learning has emerged as a prominent and dynamic research area, garnering the attention of both practitioners and academics in recent decades. This phenomenon revolves around the intricate process of learning within organizations, encompassing a wide range of activities like knowledge transfer and structural adaptation (Argote, Lee, & Park, 2021).

Organizational learning operates at multiple levels, emphasizing the interplay between individuals, groups, and the overarching organizational structure (Yang, Secchi, & Homberg, 2022). It involves exchanging knowledge between the organization and individuals and vice versa. It is rooted in various learning activities that imbue participants with psychological and social experiences, ultimately contributing to the organization's continuous improvement (Odeh, Ammar, Tareq, & Tan, 2021).

While the conceptualization of organizational learning has been extensively addressed in the literature, there is a notable dearth of research delving into the practical dimensions of organizational learning, its real-world effectiveness, and its integration within service-oriented contexts (Binder, 2019). This research, therefore, endeavors to bridge this gap by investigating the practical dimensions of organizational learning within mosques in the digital age.

The study conducted by Jiménez-Jiménez & Sanz-Valle (2011) investigates the relationship between organizational learning and creativity. These processes serve as mediators, propelling innovation and enhancing

overall performance. For successful integration of these domains, several vital components and organizational learning capabilities come into play, as identified by scholars (Alegre & Chiva, 2008; Keskin, 2006; Peschl, 2019, 2023). These factors encompass the promotion of a learning-oriented and dedicated environment, the skill to observe and assimilate external knowledge efficiently, maintaining a receptive mindset that challenges established beliefs and routines, the ability to make sense of information and interpret knowledge, and striking a harmonious equilibrium between exploration and exploitation in the learning process, commonly known as ambidexterity (Alegre & Chiva, 2008; O'Reilly III & Tushman, 2013; Raisch & Birkinshaw, 2008). Additionally, shared vision and alignment within the organization, as well as the effective distribution, sharing, and storing of knowledge among team members, prove to be pivotal factors in this intricate interplay between organizational learning and innovation (Peschl, 2023).

This research aims to comprehensively understand how religious institutions, such as mosques, can effectively harness digitalization to enhance their organizational learning capabilities, drive innovation, and navigate the digital age while preserving their core values and traditions. Information from the literature on organizational learning and innovation will be incorporated into the study. It does so through a meticulous examination of Masjid Al Irsyad Surabaya's innovative da'wah services, which serve as a case study of digitalization within a religious context.

This study, grounded in real-world practice and enriched by robust theoretical frameworks, aspires to contribute both theoretically and practically significantly. Theoretically, it delves into the realm of organizational learning within religious institutions, a relatively underexplored area. It rigorously examines the organizational learning processes underpinning mosques' digital transformation, enhancing our understanding of how these religious organizations navigate the delicate

balance between tradition and innovation in rapidly changing times. This investigation extends to the multifaceted socio-economic roles of mosques, as highlighted by Omar et al. (2017) and Jaafar et al. (2013), who underscore mosques' functions in Islamic education, the management of waqf and zakat, and funeral services, as well as the critical need for effective management to maintain their institutional efficacy.

Practically, this research offers valuable insights and strategies for mosques and religious institutions on their digital journey. It elucidates the strategies enabling institutions like Masjid Al Irsyad to effectively embrace digitalization, providing practical blueprints for other religious organizations. This includes their role in maintaining relevance, engaging congregants in the digital era, and expanding their socio-economic impact. As noted by Thoha, Qisom, & Al-Qarni (2021) and supported by the findings of Aliyasak, Hussin, Muhammad, & Razak (2019) and Rohimat (2020), mosques are increasingly assuming diverse societal roles, from serving as public spaces to becoming vibrant community hubs and engaging in entrepreneurial activities that foster social values and provide substantial societal benefits. Thus, this study underscores how mosques can utilize digital tools for religious outreach and to enhance their broader societal roles, including economic development and community support initiatives, thereby highlighting their potential as dynamic institutions capable of adapting to contemporary challenges while fulfilling their expanded community roles.

In conclusion, this study aims to explore the uncharted territory of organizational learning within mosques in the digital age, with Masjid Al Irsyad as its guiding star. Through meticulous research, it aspires to decode the strategies employed by religious institutions that have harmoniously melded tradition with innovation, thereby enriching both theory and practice in the context of religious organizational management in the digital era.

METHODS

In this study, a case study methodology was employed to investigate the modern phenomena of digital innovation within the context of mosques. Case study research is particularly suitable for exploring contemporary phenomena in-depth and in real-world settings where the distinctions between phenomena may not be readily apparent (Yin, 2018). This approach allows for a comprehensive examination of the intricate dynamics of digitalization within religious institutions (Eisenhardt, 1989).

In accordance with accepted case study methodologies, archival research, semi-structured interviews, and observations were used to collect data for this case study (Yin, 2018). These data-gathering techniques were selected to obtain a thorough grasp of how Masjid Al Irsyad adopted digitalization to improve its organizational learning capacities and da'wah services.

The five informants in this study were purposively selected to provide insights into various aspects of digital innovation at Masjid Al Irsyad. These informants comprised the chairman of the mosque foundation, the chairman of the mosque committee, the secretary of the committee, the digital da'wah participant, and the operator of the digital multimedia system. The semi-structured interviews were scheduled and conducted with the participation of these informants. During the interviews, the informants shared their perspectives on transforming the mosque into a digitally innovative institution.

Additionally, documents such as the online da'wah classes schedule were examined to understand the mosque's digital outreach efforts. Observations were also conducted in various settings, including visits to the digital multimedia office and studio rooms, to gain firsthand insights into the mosque's digital infrastructure and operations. These observations provided valuable context and visual documentation of the mosque's digitalization efforts, further enhancing the depth of the study.

Ensuring the trustworthiness of the study findings was of paramount importance. Credibility criteria were applied to address this, as outlined by Lincoln & Guba (1986). Credibility reflects the extent to which the study results align with the facts and information observed in the field. Triangulation, involving the use of multiple data sources, was employed to enhance credibility and ensure the accuracy of the findings.

The data analysis process was guided by grounded theory, with a coding procedure following the phases outlined in Gioia's approach (Corley & Gioia, 2004; Gioia, Corley, & Hamilton, 2012). The analysis began with open coding, where typical phenomena related to digital innovation within the mosque were identified, labeled, and categorized. Subsequently, axial coding was undertaken to establish connections between these categories and subcategories, examining their relationships with the data. The final stage of the coding process involved selective coding, wherein categories were integrated around primary themes and concepts. The iterative nature of the coding process ensured that each category was well-supported by the data and that no new information emerged, indicating saturation (Corbin & Strauss, 1990, 2014).

By adopting this methodological approach, this research aims to provide a robust and comprehensive understanding of the digital innovation strategies employed by Masjid Al Irsyad, shedding light on the intersection of digitalization, organizational learning, and innovation within a religious context. This approach allows for an in-depth exploration of how religious organizations navigate the digital age while preserving their core values and traditions, contributing both theoretically and practically to the field of religious organizational management in the digital era.

RESULTS AND DISCUSSION

The data analysis employed the Gioia method (Corley & Gioia, 2004; Gioia et al., 2012) to visually represent the resulting data structure in Figure

1. This rigorous analytical procedure commenced with identifying and grouping fundamental concepts, constituting the first-order level. These primary concepts were organized based on recurring themes identified within informant statements. Subsequently, the study advanced to the second-order concept stage, where subthemes and overarching themes were delineated for each group. The research in this phase identified eight unique sub-themes from the remarks given by informants within the context of second-order notions. These subthemes formed the foundation for categorizing themes, which, upon examination of similarities among subthemes, contributed to the development of five aggregate dimensions, as illustrated in Figure 1. The research findings illuminate several pivotal concepts pertinent to the context of digital transformation within the mosque's da'wah initiatives, encompassing organizational learning and innovative breakthroughs.

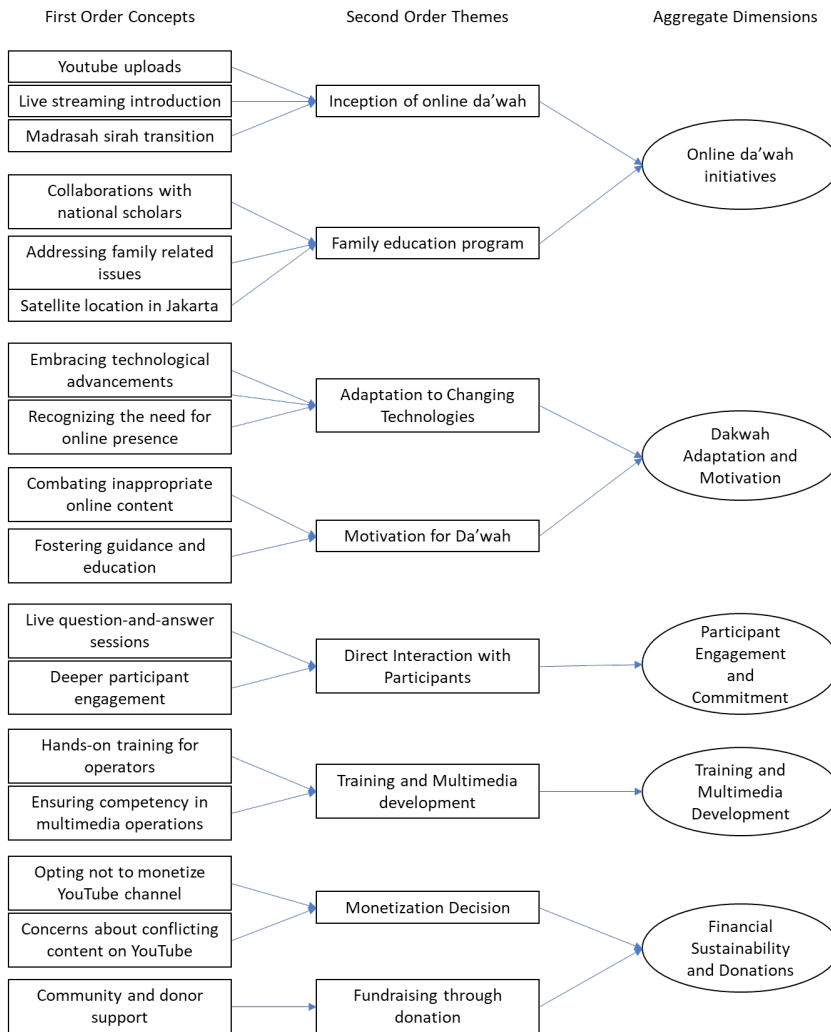


Figure 1. Data Structure

Religious institutions must navigate the intricate task of adjusting to the digital age while maintaining their fundamental principles and traditions within rapid technical progress and digitalization (Campbell & Evolvi, 2019; Kerstin Radde-Antweiler & Zeiler, 2019). This research embarks on a journey into the realm of religious innovation, seeking to unravel how religious organizations, exemplified by Masjid Al Irsyad Surabaya,

navigate the digital landscape. This study aims to provide a comprehensive understanding of how these institutions harness the power of digitalization to enhance their organizational learning capabilities and drive innovation while preserving their essential ethos. This exploration delves into the transformative landscape of Masjid Al Irsyad's online da'wah initiatives. Through meticulous analysis and thoughtful discussion, we reveal a multifaceted approach that transcends mere technological adaptation. It is an approach that embodies a visionary reimagining of traditional Islamic outreach, bridges the gap between tradition and modernity, and offers valuable insights for religious organizations aiming to thrive in the dynamic digital age.

Research Results

The results of our study unveil a transformative journey of Masjid Al Irsyad's da'wah initiatives, transitioning from traditional methods to a comprehensive digital approach. The mosque's strategic shift to digital platforms began around 2011 with the use of YouTube, initially serving as a repository for recordings of offline sessions and evolving to include live streaming by 2018. This move marked a significant step in widening the mosque's reach locally and globally. Central to this digital expansion were programs like the Madrasah Sirah and online family education classes, initially conducted offline and later transformed into online formats in response to community needs and aspirations. These programs became instrumental in making religious education more accessible, with the family education program notably evolving to address contemporary issues through interactive online sessions. The international impact of these initiatives is particularly significant, as the mosque's digital content began attracting global attention, with participants joining from countries as diverse as Japan, Ireland, Brunei, and Morocco, highlighting the mosque's success in transcending geographical boundaries and cultural barriers.

Moreover, the mosque's journey into the digital world was underpinned by its commitment to maintaining the integrity and essence of its religious message, as evidenced by its strategic decision to refrain from monetizing its YouTube channel. This choice, which focused on purity over commercial gains, has led to substantial growth in its digital footprint, with the channel now boasting over 304 thousand subscribers, showcasing the wide-reaching impact of its digital da'wah initiatives. In addition to these strategic decisions, the mosque invested significantly in training and technical upgrades, ensuring the production of high-quality digital content and smooth execution of online programs. This blend of strategic planning, community involvement, and the adept use of digital tools has not only extended the mosque's da'wah reach. Still, it has also established it as a model for digital religious education, applicable to other religious institutions navigating the digital age.

This section presents the research findings, organized into five distinct aggregate dimensions, each of which sheds light on a different aspect of Masjid Al Irsyad's pioneering efforts in the realm of digital da'wah. These dimensions capture the essence of their approach and highlight the broader implications for the future of Islamic outreach in the digital age.

Online Da'wah Initiatives: Transforming Tradition Into Digital Epiphany

The dimension of online da'wah initiatives epitomizes a profound and visionary transformation of conventional Islamic outreach into a contemporary digital epiphany, which has been illuminated through qualitative interviews conducted with participants. This transformation encompasses several pivotal components, each of which has played an instrumental role in reshaping the landscape of religious communication and engagement within the context of Masjid Al Irsyad.

Foremost, the initiation of online da'wah was strategically underpinned by the utilization of YouTube as the primary conduit for disseminating religious knowledge. The choice to leverage this ubiquitous platform underscores Masjid Al Irsyad's unwavering commitment to accessibility and inclusivity within digital religious discourse. Through participant interviews, a consensus emerged that this strategic decision has effectively democratized access to religious teachings, transcending geographical boundaries and linguistic barriers. A prevailing sentiment among participants is that this newfound accessibility has fostered a profound sense of belonging to a global community of believers, rendering religious teachings more accessible and relatable than ever before.

A consequential aspect of this transformation is the introduction of live-streaming da'wah. This technological advancement represents a significant leap in engaging a broader audience in real-time dialogues of spiritual and religious significance. Participants conveyed their experiences of active participation in real-time discussions, the ability to pose questions, and the opportunity to seek guidance from religious scholars. The immediacy of these interactions fosters a profound sense of connection and engagement that transcends traditional modes of religious communication (Adeni, Koroglu, & Hasanah, 2022; Husein & Slama, 2018; Lengauer, 2018; Moefad, Syaifuddin, & Sholichati, 2021).

As revealed through interviews, the Madrasah Sirah program's digital transformation has played a pivotal role in rendering religious education more accessible and flexible. The transition to an online format has effectively dismantled the barriers of geographical distance and time constraints, thereby democratizing access to structured Islamic education. Participants lauded this transition for its role in making religious education more flexible and convenient, particularly for those whose schedules or locations would have otherwise precluded their participation in such endeavors.

Shifting the focus to the Family Education Program, interviews have shed light on how this initiative has successfully attracted participants and addressed pressing family-related issues. The program's collaborations with esteemed national Islamic scholars have added layers of authority and depth to its offerings, instilling trust and credibility among participants. Participants articulated that these collaborations heightened the program's appeal and impact, enhancing its resonance within the community.

Furthermore, establishing a satellite location in Jakarta represents a strategic expansion that has significantly augmented the program's reach and accessibility. Participants hailing from various regions now have the opportunity to benefit from the program's offerings without the burden of extensive travel. This expansion reflects Masjid Al Irsyad's concerted commitment to extending the reach of its initiatives to a broader demographic.

Perhaps most notably, the program's astute focus on addressing family-related issues has served as a magnetic force, drawing participants deeply into its fold. By aligning da'wah with its audience's real-life challenges, aspirations, and concerns, the program has not only remained relevant but has also embedded itself profoundly within the daily lives of its participants. This alignment has imbued the program with practical applicability, reinforcing participants' commitment to Masjid Al Irsyad's broader initiatives.

In summary, the findings derived from qualitative interviews illuminate a comprehensive and strategically nuanced approach undertaken by Masjid Al Irsyad in its transformative journey from conventional Islamic outreach to a dynamic digital phenomenon. Through deliberate steps such as leveraging YouTube, adopting live streaming technologies, transitioning the Madrasah Sirah program online, collaborating with national scholars, expanding through satellite locations, and addressing real-world family issues, Masjid Al Irsyad has effectively harnessed the power of digital

platforms. This has democratized religious education and outreach, rendering them accessible, dynamic, and profoundly relevant to a diverse audience (Hasyim, 2023; Nurfitriya, 2023). This innovative approach has redefined da'wah, repositioning it as a dynamic bridge between tradition and modernity. As articulated in their testimonials, the resonating voices of participants underscore the profound impact of Masjid Al Irsyad's online da'wah initiatives, reflecting the organization's successful transformation of tradition into a digital epiphany that resonates deeply with its audience.

Da'wah Adaptation And Motivation: Conquering The Digital Frontier

The da'wah adaptation and motivation dimension represents Masjid Al Irsyad's unwavering commitment to conquering the digital frontier. What sets their approach apart is the adoption of the latest technological trends and a profound sense of duty and motivation that drives their every digital endeavor. These insights are derived from qualitative interviews conducted with participants who highlighted two primary factors motivating their online da'wah initiatives: adaptation to changing technologies and a strong intrinsic motivation for online da'wah itself.

Masjid Al Irsyad perceives the vast and intricate digital realm not as a mere convenient tool but as a critical battleground for guiding individuals away from inappropriate content and towards the path of virtuous guidance. Our interviews with informants revealed that their profound ethical underpinning sets their digital efforts apart, transcending the realm of simple technological adoption.

“The digital world is a challenge, but it's also an opportunity. We have a duty to ensure that what people encounter online aligns with our values.” (Informant 2, Masjid committee)

One of the key elements within this dimension is their commitment to embracing technological advancements. Interviews highlighted how Masjid Al Irsyad actively seeks to stay at the forefront of technological trends to ensure they effectively engage with their digital audience. They view technology not as a mere convenience but as a powerful tool for spreading the message of Islam.

Moreover, interviews revealed that they recognize the need for an online presence. They understand that an online presence is essential in today's interconnected world to reach a diverse and global audience. This recognition serves as a driving force behind their digital initiatives, motivating them to adapt and expand their online footprint continuously.

The motivation for online da'wah extends beyond convenience or keeping up with the times. It is rooted in a deep sense of responsibility and a desire to combat the negative aspects of the digital world while fostering guidance and education in Islam (Campbell, 2012; Nuraniyah, 2017; Slama, 2017). The informants emphasized the following facets of this intrinsic motivation.

One facet is combating inappropriate online content. Interviews with the masjid committee highlighted how Masjid Al Irsyad is deeply concerned about the proliferation of inappropriate content online, especially when it comes to matters of faith. Their motivation to combat such content is fueled by a desire to provide a counter-narrative that promotes values, ethics, and the true teachings of Islam. They view their online presence as a means to counteract misinformation and harmful content, steering individuals toward reliable and virtuous sources of information.

“As a participant, I appreciate that Masjid Al Irsyad’s online content is always aligned with our faith and values. It helps us navigate the digital world with confidence.” (Participant informant)

Another facet of their motivation is fostering guidance and education in Islam. Beyond combating negative content, interviews also revealed that Masjid Al Irsyad is motivated by a deep desire to foster guidance and education in Islam. Their online initiatives are not limited to disseminating information; they are focused on providing meaningful guidance and education that enriches the lives of their digital audience. This intrinsic motivation underscores their commitment to serving as a source of knowledge, inspiration, and spiritual growth for individuals seeking a deeper understanding of their faith.

In essence, the Da'wah Adaptation and Motivation dimension showcases Masjid Al Irsyad's remarkable ability to harmonize technological innovation with ethical responsibility. It's a dimension that sheds light on their dedication to not just harnessing digital tools but using them as a force for guiding individuals towards virtuous and righteous paths. This ethical commitment is at the heart of their mission, resonating as a testament to their unyielding commitment to the betterment of individuals and society through the digital medium. These sentiments underscore the profound ethical and moral dimensions that underpin the organization's approach to online da'wah, reflecting the voices of participants who laud the organization's ethical commitment to the digital realm.

Participant Engagement And Commitment: Nurturing Interactive Piety

Participant Engagement and Commitment are the cornerstone of Masjid Al Irsyad's online da'wah strategy, reflecting their unwavering commitment to fostering direct and meaningful interactions with their audience. Beyond the mere transmission of information, they recognize the profound significance of cultivating a deep comprehension of religious principles and forging genuine connections with participants. To achieve this, they employ diverse engagement strategies that go beyond

the conventional boundaries of religious education. These strategies include hosting live question-and-answer sessions, facilitating real-time interactions, and maintaining open communication channels. These practices exemplify their dedication to creating a vibrant and engaging digital ecosystem.

Masjid Al Irsyad transforms the digital realm into a dynamic platform for collective spiritual growth by actively involving participants in the da'wah process. This dimension transcends the traditional paradigm of religious educators as mere instructors, shifting towards becoming companions on a shared journey of faith exploration. It emphasizes that effective online da'wah is not a one-sided endeavor but a collaborative and evolving experience (Fakhruroji, 2019; Moefad et al., 2021; Nisa, 2018; Weng, 2019). Participants are not passive recipients but active contributors to the discourse, questioning, reflecting, and evolving their understanding of faith. This approach fosters a profound sense of community and support, where individuals can freely exchange ideas and beliefs.

“Our goal is to create a vibrant digital ecosystem where participants actively engage through live Q&A sessions and real-time interactions.” (Informant 2)

In summary, Participant Engagement and Commitment redefine the contours of online religious education, reflecting Masjid Al Irsyad's vision of online da'wah as a dynamic and interactive faith experience. It goes beyond the traditional content delivery model, emphasizing the creation of a robust online community where faith is taught, lived, experienced, and continuously enriched. Through their commitment to engagement and participant involvement, Masjid Al Irsyad ensures that the digital realm becomes a space where individuals can explore, deepen, and strengthen their faith in a collaborative and supportive environment.

Training And Multimedia Development: Elevating The Craft Of Digital Da'wah

A pivotal element in pursuing excellence within Masjid Al Irsyad's digital da'wah endeavors lies in their team members' meticulous cultivation of multimedia expertise. This commitment underscores their unwavering dedication to equipping their operators with the essential skills to navigate the ever-evolving digital landscape proficiently. What unfolds is a comprehensive and hands-on training regimen, ensuring that multimedia content creation adheres to the highest standards of quality and effectiveness. This approach is driven by a broader objective: amplifying the impact and extending the reach of their digital da'wah initiatives.

Within this framework, the significance of training and multimedia development transcends mere practicality; it assumes the role of a strategic imperative, fundamentally shaping the essence of their online da'wah footprint. Through rigorous training, operators are empowered to harness the power of multimedia to convey the message of Islam effectively and compellingly in the digital realm.

To realize their vision of creating innovative da'wah content that resonates with their congregation, Masjid Al Irsyad has established two dedicated studios for content production and editing. These studios, situated at Masjid Al Irsyad Surabaya and Depok, West Java, serve as hubs of creativity and productivity. They are thoughtfully designed to streamline the video production and live streaming processes, ensuring efficiency and excellence in content creation.

The presence of these studios is not merely a logistical convenience; it represents a deliberate effort to facilitate crafting engaging and informative multimedia content. For scholars and resource persons residing in East Java, the Surabaya studio offers a local hub for live broadcasting and video lecture editing, promoting seamless collaboration. Similarly, those in West

Java benefit from the Depok studio, where video production and live broadcasts involving regional scholars are expertly executed.

The combination of rigorous training and purposeful studio infrastructure reflects Masjid Al Irsyad's commitment to elevating the craft of digital da'wah. It's a holistic approach that marries technical proficiency with creative innovation, ensuring that their digital da'wah initiatives continue to inspire and resonate with audiences far and wide. Through these efforts, they empower their team to harness the art and science of multimedia in the service of Islam's message in the digital age.

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Financial Sustainability And Donations: Community-Powered Da'wah

Financial sustainability and donations are integral facets of Masjid Al Irsyad's digital da'wah strategy, serving as a cornerstone ensuring the sustainability of their efforts. Their commitment to sustaining the sanctity of their da'wah mission is evident in their deliberate choice not to monetize their YouTube channel, underscoring their dedication to preserving the mission's integrity.

This dimension highlights the interplay between community support and donations underpinning their online da'wah initiatives. Masjid Al Irsyad's reliance on the community's generosity and donors goes beyond a mere financial transaction; it symbolizes the essence of communal-powered da'wah. Through this collective goodwill, they secure the necessary resources to fund various projects and acquire essential equipment for their digital da'wah endeavors.

As seen in their choice not to monetize the YouTube channel, monetization decisions go beyond mere financial considerations. It reflects Masjid Al Irsyad's profound concern about conflicting content on YouTube. By choosing not to monetize, they maintain complete control

over the content and ensure that their da'wah remains true to their values and principles. This decision showcases their unwavering commitment to their mission, prioritizing ethical and moral integrity over financial gains.

Their fundraising capability is a testament to the strength of their community bonds and the significance of their mission. They have successfully gained donations from the community and garnered donor support, allowing them to fund projects and acquire equipment crucial for their online da'wah efforts. This financial support ensures they can continue providing high-quality and ethical content to their digital audience, further solidifying their role as a beacon of virtuous guidance in the digital landscape.

In summary, the sustainability of Masjid Al Irsyad's digital da'wah efforts is a delicate balance between community support and donations, both of which play pivotal roles in their mission. Their unwavering decision not to monetize their YouTube channel encapsulates their commitment to preserving the sanctity of their da'wah mission. This dimension underscores the profound connection between communal solidarity and financial backing, emphasizing that their digital da'wah journey is not a solitary endeavor but a collective and holistic one, bound together by shared values and aspirations (Fahmi, 2018; Kailani, 2015; Siregar, 2021).

The analysis of Masjid Al Irsyad's online da'wah initiatives reveals a multifaceted approach that transcends mere technological adoption. It represents a holistic transformation of traditional Islamic outreach into a dynamic, interactive, and inclusive digital experience. Financial sustainability, demonstrated by their non-monetization decision and the generosity of the community and donors, plays a crucial role in upholding their mission's ethical and moral integrity.

Masjid Al Irsyad's online da'wah initiatives serve as a compelling case study in the dynamic intersection of tradition and modernity, offering valuable insights into the future of Islamic outreach in the digital age. Their

ability to harmonize technological innovation with ethical responsibility while relying on the support of their community is a testament to the enduring power of communal bonds in advancing a shared mission of virtue and guidance.

Discussion

In this study, we delved into the online da'wah initiatives of Masjid Al Irsyad, exploring their endeavors to enhance organizational learning, adaptability, and competitiveness in the digital era. Our research reveals that the organization has adeptly executed strategies fostering cooperative learning, encouraging knowledge sharing among team members, and effectively integrating new digital tools and platforms into their practices (Li & Herd, 2017; Song, Ma, & Sun, 2022). These initiatives have cultivated an environment of innovation within the organization, positioning them to gain a competitive edge in the digital realm.

Furthermore, Masjid Al Irsyad has demonstrated an unwavering commitment to nurturing a learning-conducive workplace for its members, reaffirming the effectiveness of their approach to organizational learning and its pertinence in the digital age (Tam & Gray, 2016). This commitment to fostering a learning-conducive environment reflects the organization's core values and ethical standards, which are deeply rooted in their religious principles.

To contextualize our findings, we draw upon the 4I framework of organizational learning proposed by Crossan et al. (1999). The 4I framework provides a valuable lens through which we can better understand how Masjid Al Irsyad's organizational learning initiatives align with established processes and contribute to their adaptability and competitiveness in the digital age. This framework delineates four key processes: intuition, interpreting, integrating, and institutionalizing, which operate across various levels within an organization (Crossan et al., 1999).

Our findings align particularly well with this framework, demonstrating the organization's strategic alignment with the key processes of Interpreting, Integrating, and Institutionalizing. However, it's crucial to note that these processes are not solely driven by the pursuit of innovation or competitiveness; they are deeply intertwined with the organization's values and ethical standards (Fahmi, 2022; Hasyim, 2023; Omar, Muda, Yaakob, & Kadir, 2019).

Firstly, the cooperative learning efforts observed in Masjid Al Irsyad's initiatives resonate strongly with the Interpreting process of the 4I framework (Crossan et al., 1999). Within this process, shared insights are expounded and comprehended among team members. The organization fosters an environment where team members interpret new knowledge and information collaboratively, ensuring that collective insights are generated and understood. This aligns with Crossan et al.'s (1999) description of Interpreting as a process that involves sense-making, shared understanding, and the articulation of knowledge within the organization (Crossan et al., 1999; Tam & Gray, 2016). This shared sensemaking is not only about innovation but also about upholding and reinforcing the ethical values and principles of the organization.

Secondly, the integration of digital tools and platforms observed in Masjid Al Irsyad's practices reflects a strong connection with the Integrating process of the 4I framework (Crossan et al., 1999). This process emphasizes the adoption of coordinated actions based on a shared understanding. Masjid Al Irsyad's successful integration of digital tools and platforms into their Da'wah initiatives illustrates their ability to align their actions with a shared understanding of the importance of digital engagement. They have effectively integrated these tools into their daily practices, demonstrating a cohesive and synchronized approach (Crossan et al., 1999; Tam & Gray, 2016). Importantly, this integration is driven by a desire for innovation and a commitment to delivering their message in a way that aligns with their values and serves their mission.

Furthermore, Masjid Al Irsyad's dedication to creating a conducive learning environment aligns closely with the institutionalization phase of the 4I framework (Crossan et al., 1999). This process is concerned with formalizing collective knowledge and actions within the organization. The organization's dedication to fostering a culture of continuous learning and knowledge sharing aligns with Crossan et al.'s description of Institutionalizing as a process that involves reinforcing practices and behaviors that support learning (Crossan et al., 1999). In this case, the formalization of learning processes is driven by the desire for innovation and the need to preserve and transmit the organization's values and ethical standards.

Our findings reveal a strong resonance between Masjid Al Irsyad's organizational learning initiatives and the 4I framework proposed by Crossan et al. (1999). The organization's cooperative learning efforts align with the Interpreting process, reflecting shared understanding and sensemaking among team members. The integration of digital tools and platforms mirrors the Integrating process, highlighting coordinated actions based on a common understanding. Lastly, the commitment to fostering a learning-conducive workplace corresponds with the Institutionalizing process, emphasizing the formalization of collective knowledge and actions. This alignment underscores the effectiveness of Masjid Al Irsyad's approach to organizational learning and its relevance in the digital age, as it reflects well-established processes that contribute to adaptability and competitiveness within the organization (Crossan et al., 1999).

The study findings also resonate with other frameworks and studies that underscore the significance of organizational learning and adaptability. Lumpkin & Lichtenstein (2005) emphasize that organizational learning expands businesses by generating new knowledge and building new understandings, mirroring our observation of Masjid Al Irsyad's innovative environment. The 4I framework, initiated by Crossan et al.

(1999), provides a robust foundation for comprehending organizational learning at different levels, a framework highly relevant to our study's context.

Comparing our findings to previous research, we observe that our focus on organizational learning and adaptability, particularly within the context of a religious institution's online initiatives, constitutes a unique contribution. While some studies have explored learning from experiences, often in crisis scenarios (Bhaskara & Filimonau, 2021), our research transcends the crisis context. Our findings underscore the proactive nature of organizational learning in a digital environment, highlighting its potential to enhance long-term adaptability and competitive advantage. This distinction sets our study apart from those predominantly concentrating on reactive learning in response to crises or specific events. Furthermore, our research contributes by shedding light on the efficacy of strategies employed by religious institutions, a context that has received relatively less attention in the literature on organizational learning.

In sum, the findings of this study make a substantial contribution to the existing literature on organizational learning and adaptability by providing a comprehensive understanding of how a religious institution, specifically Masjid Al Irsyad, leverages organizational learning to excel in the digital domain. By applying the 4I framework and drawing from pertinent literature, we have demonstrated the applicability of established organizational learning concepts in novel contexts. Our research underscores the proactive nature of organizational learning in enhancing adaptability and innovation, extending beyond mere crisis response. Moreover, exploring a religious institution's initiatives broadens the scope of organizational learning research, enriching the understanding of how diverse organizations can harness learning processes to thrive in today's digital landscape. These findings are important for religious organizations aiming to address the problems and opportunities of the digital age, while

promoting agility and competitiveness and maintaining their fundamental beliefs and ethical principles.

CONCLUSION AND SUGGESTION

Conclusion

This research has examined the intricate relationship between digitalization, innovation, organizational learning, and ethical values within the context of mosques, with a particular emphasis on the case study of Masjid Al Irsyad Surabaya. The study has uncovered significant insights into how this religious institution has effectively leveraged digitalization to transform its traditional Islamic outreach into a dynamic and inclusive experience tailored to the digital age. Key findings include using platforms like YouTube and live streaming to democratize access to religious knowledge and foster a global sense of belonging. The organization's unwavering commitment to ethical responsibility, combined with a solid motivation to counter inappropriate online content, has been instrumental in driving its digital initiatives in alignment with its core values. Furthermore, the emphasis on participant engagement has reshaped online religious education into a dynamic, interactive community experience. The study has also underlined the crucial role of training and multimedia development in equipping the organization's team to create impactful content. The decision to refrain from monetizing their YouTube channel, coupled with community support and donations, reinforces both ethical and financial sustainability. Importantly, the research has demonstrated how Masjid Al Irsyad actively engages in organizational learning processes aligned with the 4I framework, thereby enhancing adaptability and competitiveness in the digital landscape.

Suggestion

While this study has made valuable contributions, it also paves the way for future research to delve deeper into the complex interplay of digitalization, organizational learning, and innovation within religious institutions. Several avenues for future investigation include comparative studies across diverse religious institutions to analyze variations in digitalization strategies and their implications for organizational learning and innovation. Longitudinal research tracking the evolution of digital initiatives within religious organizations can offer insights into their long-term impact and adaptability requirements. Examining the influence of cultural contexts on digitalization approaches in religious institutions is another important research direction. Additionally, future studies can focus on developing metrics for assessing the ethical impact of digital initiatives in religious organizations and investigating the perspectives of various stakeholders, including congregants, scholars, and leaders.

Furthermore, exploring the broader societal implications of innovative digital initiatives by religious organizations, such as their role in interfaith dialogue and addressing social issues, is a promising area for investigation. Finally, future research may consider developing frameworks explicitly tailored for digital transformation within religious institutions to provide practical guidance for effective implementation. In summary, this research has shed light on the potential for religious organizations to embrace digitalization while upholding their ethical values and traditions. It is hoped that the insights and avenues suggested here will inspire further scholarly exploration in this dynamic and evolving field.

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