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Mosque Performance in Indonesia: Business Model Adaptation for Sustainability

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A B S T R A C T

Islam is the fastest-growing religion in the world. Along with this growth, many new mosques have emerged, but they are not always accompanied by good mosque performance. The purpose of this research is to provide an understanding of the relationship between mosque resources, business model, and mosque performance in Indonesia. This study involved 308 respondents who regularly or have made repeat visits to the mosque. Respondents participated by completing questionnaires through online surveys. The data were analyzed using path analysis. The results of this research indicate that mosque resources and the business model play an important role in improving mosque performance. Adequate resources and the implementation of an appropriate business model are necessary to achieve good performance. Mosque resources influence mosque performance both directly and through the application of a business model as a supporting factor. The novelty of this research lies in testing and analyzing the relationship between mosque resources, business model, and mosque performance in a single model, as well as revealing the important role of the business model as a factor that affects the relationship between resources and mosque performance

INTRODUCTION

The word "masjid" comes from a root word meaning "to prostrate," and a masjid is a place of worship for Muslims to perform religious rituals and social worship in the fields of economics, education, socio-culture, and others (Ministry of Religious Affairs of the Republic of Indonesia, 2014). During the time of the Prophet Muhammad Shalallahu Alaihi Wassalam (SAW) and the four Caliphs (Abu Bakar, Umar bin Khattab, Utsman bin Affan, and Ali bin Abi Thalib), the mosque became the main place for Muslims to gather and worship. In addition, mosques also functioned as centers for the propagation of Islam and played important social, political, and administrative roles. This shows that mosques have several roles and functions in Muslim society (Isnaini et al, 2019).

Mosques are an integral part of Islam. According to research by Statista (2023), Islam is the fastest-growing religion in the world, so mosques are also experiencing significant growth. In addition, Indonesia is the country with the largest Muslim population in the world (World Population Review, 2021). The large population is proportional to the number of places of worship available. Indonesia is the country with the most mosques in the world (Ministry of Religious Affairs of the Republic of Indonesia, 2022).

Currently, mosques in Indonesia are growing rapidly, as evidenced by the large number of new mosques popping up throughout Indonesia. Based on data from the Ministry of Religious Affairs of the Republic of Indonesia (Kemenag RI), in 2023 the number of mosques throughout Indonesia increased by 6.8% compared to 2022. The growth of mosques in Indonesia is accompanied by various challenges, one of which is the low performance of existing mosques in Indonesia. According to the Indonesian Mosque Council (2014), there are one million mosques in Indonesia, but only 850 are well-managed and perform well. This means that only 0.085% of mosques in Indonesia are well-managed, which affects the services provided to Muslims. The majority of these mosques are still managed traditionally, so they have not shown good performance. According to Rahman et al (2015) and Khabibah et al (2021), mosque performance can be seen from the participation of congregants in various activities, such as congregational prayers, religious events, religious education and knowledge, charitable activities, and community services.

Mosques make various efforts to improve performance, one of which is by designing a business model that aligns with their needs. According to research by Danarahmanto et al. (2020), the business model plays an important role in driving the sustainable success of an organization. Business models in nonprofit organizations need to be designed to face pressures and measure their performance to meet stakeholder expectations (Treinta et al., 2020). Performance-based accountability for nonprofit organizations highlights the need for a strategic approach in business model accountability (Suykens et al., 2021). The sustainability of nonprofit organizations is very important to fulfill commitments to clients and the community, making the business model an essential aspect for achieving those commitments sustainably (Ceptureanu et al., 2018).

Choosing a business model is one of the key factors that influence the success or failure of an organization. According to data from the research company CB Insight (2021), around 19% of organizations fail due to the implementation of an inappropriate business model. Based on this, it can be understood that the business model is an important aspect that needs to be considered in organizational management.

According to research by the Mosque and Islamic Studies Center, a mosque research institution established by AJAR Mosque (Al-Jarwal Ar-Rahman), a study conducted in 2023 on 200 mosques across Indonesia showed that mosques in Indonesia have a good business model, as reflected in the availability of diverse mosque programs. However, the current business model has not been able to improve the assessment of mosque performance in Indonesia. This happens because the programs offered do not match the needs and expectations of the congregation.

Both internal and external factors need to be considered in maximizing the business model used by mosques to carry out their operations. It is important for mosques to pay attention to their resources when determining the business model, which will encourage the creation of an appropriate business model. According to Tseng and Lee (2014), organizational performance is the capability required by an organization to achieve its goals by utilizing its resources effectively and efficiently. According to the Ministry of Religious Affairs of the Republic of Indonesia (2014), mosques in Indonesia need to have three mosque resources, namely administrative resources (idarah), program resources (imarah), and physical facility resources (ri'ayah). The use of these three resources is expected to support mosque management.

The phenomenon of underutilization of mosque resources can be seen from the suboptimal use of funds owned by mosques. Other research shows that some Indonesian mosques are not yet able to optimize the financial resources they have. According to research conducted by Adnan (2013), the total of infak and sadaqah funds collected in all mosques in the Special Region of Yogyakarta (DIY) reached IDR 269.9 billion, equivalent to US$ 30 million, but it still sits in accounts and has not been optimally utilized. In addition to DIY, in several other regions, including Aceh, there are also infak funds in the Sigli Grand Mosque amounting to 10.8 billion that have been idle for a long time and have not been distributed optimally (Zulkifli, 2021). Mosque fund management has been identified as an area that requires attention, with problems related to accountability and internal control that will affect program implementation (Mohamed et al., 2014).

In addition to financial resources, the facilities resources of mosques in Indonesia, both related to primary and supporting facilities, are still inadequate. For example, regarding supporting facilities, as many as 75% of mosques in Indonesia have inadequate loudspeakers (Kalla, 2021). The utilization of mosque facilities for program implementation also presents challenges, with issues such as infrastructure, cleanliness, and insufficient design affecting the success of program implementation (Hasbi & Hamat, 2020). According to Andersén & Samuelsson, 2016; Peruzzi & Lombardi, 2018, good resource management has been proven to positively influence the performance of nonprofit organizations.

LITERATURE REVIEW

Based on this phenomenon, this study focuses on analyzing the relationship between mosque resources, business models, and mosque performance in Indonesia. This research is expected to provide a better understanding of how the utilization of resources and the application of appropriate business models can sustainably improve mosque performance.The study is structured through systematic stages: identifying phenomena and research gaps, reviewing the literature to form a theoretical framework and hypotheses, explaining methods and data collection techniques, determining the population and sample, analyzing data, and presenting conclusions along with implications and recommendations for improvement.

METHODOLOGY

This research uses a methodology with a quantitative approach. The focus of the study is more emphasized on revealing the relationships between variables, theory confirmation, prediction, and generalization. This research is classified as descriptive and verificative research. The descriptive research referred to in this study aims to obtain an overview or description of the influence of mosque resources on the business model and its impact on mosque performance in mosques in Indonesia. In addition, the phenomena occurring during the research will be explained as they are. Verificative research aims to test the truth of a hypothesis by collecting data in the field. In this context, verificative research aims to explore the influence of mosque resources on the business model and its impact on mosque performance in Indonesia.

In this study, data collection was carried out through primary and secondary data sources. Primary data was obtained through questionnaires that had passed validity and reliability tests, given to congregants who regularly attend the mosque, thus allowing the collection of relevant and up-to-date facts. Meanwhile, secondary data sources include general information, scientific articles, mosque data, and research results from other institutions. In order to gather this data, the author reviewed several books, journals, and electronic media such as websites. The information obtained from secondary data is useful for enriching and clarifying the phenomenon, and it is also helpful for analysis and finding appropriate solutions to form a suitable theoretical and scientific basis.

The unit of analysis in this study is mosques as places of worship for Muslims, while the unit of observation is congregants who routinely pray and participate in mosque programs across Indonesia. The population is determined based on the number of Indonesian Muslims, approximately 241 million people. The sampling technique uses cluster sampling (based on islands: Java, Sumatra, Sulawesi, Kalimantan, Bali & Nusa Tenggara, Maluku, Papua) and is supported by stratified random sampling, because the number of Muslims in each cluster varies. The sample size was calculated using the Lemeshow formula for large populations with a 90% confidence level and a 5% margin of error, then adjusted with the Finite Population Correction (FPC) to obtain 272 samples. To anticipate errors, the sample size was set close to 300, with a total of 308 respondents completing the survey, distributed across mosques in Indonesia according to the proportion of each cluster.

The hypothesis was tested using linear regression with IBM SPSS 25.0 software, followed by path analysis to examine direct and indirect relationships. In this study, mediation testing was also conducted using the Variance Accounted For (VAF) method to analyze the ratio of indirect relationships between two variables to determine whether a variable acts as a full mediator, partial mediator, or has no mediating effect. This VAF method is based on the concept explained by Hair et al. (2016). VAF is calculated by dividing the indirect effect by the total effect in a model.

Table 1. Research Variables, Dimensions, and Indicators

Variables	Dimension	Indicators	Size	Scale	Code	Quis No
Mosque resources	Administration / administrative	Availability of administrative information	Level of administrative information transparency	Ordinal	SD1	1
		Ability to manage finances	Level of financial management skills	Ordinal	SD2	2
	Care / facilities	Availability of facilities in the mosque	The level of availability of facilities in the mosque	Ordinal	SD3	3
		Cleanliness of mosque facilities	Cleanliness level of mosque facilities	Ordinal	SD4	4
	Emirates / program	Availability of mosque programs that meet the needs	The suitability level of the mosque program with the needs	Ordinal	SD5	5
		Availability of interesting mosque programs	Level of interest in the mosque program	Ordinal	SD6	6
Model bisnis	Efficiency	This mosque provides facilities for every congregant to obtain information.	The ease provided for the congregation to obtain information	Ordinal	MB1	7

Variabl es	Dimensi on	Indicators	Size	Scale	Cod e	Quis No
		The congregation can easily participate in the programs available at this mosque.	Ease for pilgrims to participate in the program	Ordina l	MB2	8
	Novelty	This mosque offers a variety of modern programs.	The mosque's level of ability offers modern programs	Ordina l	MB3	9
		This mosque has new programs that are interesting to join.	The mosque's skill level offers an interesting new program	Ordina l	MB4	10
Kinerja masjid	Congreg ational prayer	The congregation's activeness in attending communal prayers	The level of enthusiasm of the congregation in performing congregational prayers	Ordina l	KM 1	11
	Religiou s event	The congregation's activeness in participating in religious events	The level of enthusiasm of the congregation in participating in the religious event	Ordina l	KM 2	12
	Religiou s educatio n	The congregation's activeness in participating in religious education	The level of enthusiasm of the congregation in attending religious education	Ordina l	KM 3	13
	Amal saleh	The congregation's activeness in participating in the Aman Saleh program	The level of enthusiasm of the congregation in joining the Aman Saleh program	Ordina l	KM 4	14
	Commu nity service	The congregation's activeness in	The level of enthusiasm of the congregation	Ordina l	KM 5	15

Variables	Dimension	Indicators	Size	Scale	Code	Quis No
		utilizing mosque services	in utilizing mosque services			

Source: Data Processed, 2023

RESULTS AND DISCUSSION

Respondent Description

The majority of respondents are male (55.5 percent) and aged between 20 - 29 years (59.1 percent). According to the survey results, 45.8 percent of respondents visit the mosque 4 - 10 times per month. This indicates that male congregants, as respondents, are regular users of the facilities and services at the mosque. Men visit the mosque more frequently because congregational prayer for men is an obligation stated in the Quran (4:102); moreover, men are also required to perform Friday prayers, which take place once a week at the mosque.

Descriptive analysis covering respondents' perceptions of the variables in the study, such as mosque performance, business models, and mosque resources. It is known that the average value of all variables ranges around 4.95, so it can be classified as good. This means that mosques in Indonesia already have good mosque resources, have implemented a good business model, and the mosques have the expected performance. The mosque performance variable is considered good. Mosque performance is the result of work observed from the evaluation of inputs, processes, and outputs to measure utilization. The mosque performance assessment, namely religious events (5.11), religious education (5.04), charitable deeds (4.53), and community services (5.12), are rated as good, while the dimension of congregational prayer (5.35) received a very good rating.

A business model is a set of business strategies that describes how an organization operates, delivers value to customers, and generates revenue that allows it to sustain itself independently. The assessment of the business model reviewed in terms of efficiency (5.03) and novelty (4.56) shows that both are in the good category. Mosque resources are everything, including visible and invisible aspects, that are useful in fulfilling human needs and provide sustainable competitive advantages for the mosque. It can be concluded that every aspect of mosque resources, including idarah/administrative (4.94), riayah/facilities (5.14), and imarah/programs (5.07), is rated in the good category.

Validity and Reliability

In this study, respondents will be asked to complete the questionnaire online. Prior to this, the questionnaire that will be distributed to respondents has undergone a reliability test using the Cronbach Alpha coefficient. The alpha values for each variable used can be seen in Table 2. A construct is considered reliable if it has a Cronbach Alpha value exceeding 0.60, according to the guidelines proposed by Said (2018). In this study, all three variables investigated showed values exceeding 0.60, thus it can be concluded that all constructs are considered reliable and can be trusted for use in the analysis. Furthermore, it is important to note that all questions in the questionnaire have proven to be valid, as the Corrected Item-Total Correlation value for each question is higher than the established table r value of 0.138. Therefore, it can be concluded that all questionnaire items meet the requirements for validity and reliability.

Table 2. Reliability and Validity Measurements

Variable	**Dimension**	***Cronbach's Alpha***	***Corrected Item-Total Correlation***
		(Reliability)	(Validity)
Mosque resources	Administration / administrative	0.855	0.741
	Care / facilities	0.759	0.837
	Building / program	0.858	0.726
Business Model	Efficiency	0.808	0.688
	Novelty	0.808	0.688
Mosque performance	Congregational prayer	0.828	0.760
	Religious events	0.832	0.734
	Religious education	0.859	0.628
	Good deeds	0.858	0.628
	Community services	0.832	0.733

Source: Processed data, 2025

Hypothesis Testing

In this study, hypothesis testing was conducted using path analysis with the assistance of IBM SPSS version 26.0 software. Path analysis is used to examine the relationship between mosque resources and the business model with mosque performance. The analysis in this study aims to measure the effect of mosque resources on mosque performance, the effect of mosque resources on the business model, the effect of the business model on mosque performance, as well as the effect of mosque resources and innovation on mosque performance. Table 3 presents the results of regression calculations and direct relationships between variables.

Table 3. Path Coefficient Calculation Results

Variable influence	**Path Coefficient**	**t-Count**	**F-Count**
Mosque resources → mosque performance (H1)	0.694	16.843**	
Mosque resources → business model (H2)	0.530	10.946**	
Business model → mosque performance (H3)	0.695	16.906**	
Mosque resources & Innovation → mosque performance (H4)		9.188**	259.539**

note: ***Sig* < 0.01; t-table: 1.97; F-tabel: 3.03

Source: Processed Data, 2025

In the first hypothesis (H1), namely the influence of mosque resources on mosque performance, a correlation coefficient of 0.694 was obtained with a t-value of 16.843. Since the t-value (16.843) is greater than the t-table value (1.97) and the coefficient is positive, it can be concluded that mosque resources have a significant and positive effect on mosque performance. Therefore, hypothesis H1 is accepted. Next, in the second hypothesis (H2), which examines the influence of mosque resources on the business model, a correlation coefficient of 0.530 was obtained with a t-value of 10.946. As before, the t-value (10.946) is much greater than the t-table (1.97). This indicates that mosque resources also have a significant and positive effect on the business model. Thus, hypothesis H2 is also accepted. For the third hypothesis (H3), which analyzes the influence of business models on mosque performance, obtained a correlation coefficient of 0.695 and a t-value of 16.906. This t-value again exceeds the t-table (1.97), indicating a significant and positive effect of the business model on mosque performance. Therefore, hypothesis H3 is also accepted. Finally, for the fourth hypothesis (H4), which is the combined effect of mosque resources and innovation on mosque performance, the t-value is 9.188 and the F-value is 259.539. The F-value (259.539) is much greater than the F-table (3.03). This shows that simultaneously, mosque resources and innovation together have a significant influence on mosque performance. The t-value of 9.188 in H4 indicates that the business model is able to mediate the relationship between mosque resources and mosque performance. Therefore, hypothesis H4 is also accepted.

Overall, the analysis of this table shows that all the hypotheses proposed in the study were proven significant and accepted, both partially and simultaneously. This indicates that mosque resources, business models, and innovation play an important role in improving mosque performance. Looking at the interaction between variables, it can be seen that there is a positive relationship between mosque resources and business models with mosque performance, with $R^2 = 0.630$. This result indicates that 63.0% of the variation in mosque performance can be explained by the mosque resources and business models examined in this study. Meanwhile, the remaining 37.0% can be explained by other factors not investigated in this study.

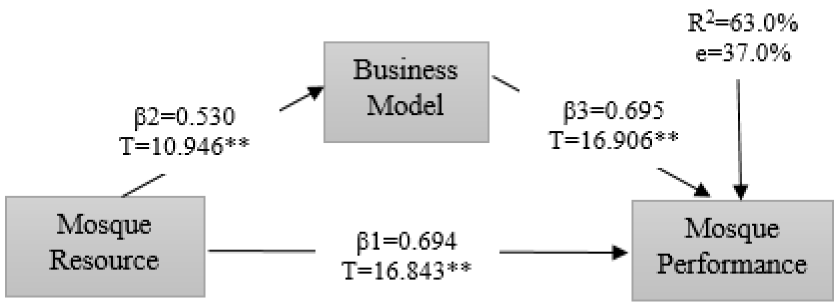

Figure 1. Result

Direct and Indirect Effects

The selection of paths is done by comparing the direct and indirect effects among each variable construct. The direct effect can be seen from the path coefficient, while the indirect effect is calculated by multiplying the contributing path coefficients. The direct effect between mosque resources and mosque performance is 0.6942=0.481, whereas the indirect effect between mosque resources and mosque performance through the business model is 0.369, calculated by multiplying the coefficient of mosque resources to the business model (0.530) and the business model to mosque performance (0.695). Therefore, the total effect of 0.850 is obtained by adding the direct effect to the indirect effect. Based on the Variance Accounted For (VAF) calculation, the ratio of the indirect effect is obtained by dividing the indirect effect (0.369) by the total effect (0.850), resulting in a ratio of 43.4%. This indicates that the business model acts as a partial mediation variable and is categorized as partial mediation because both direct and indirect effects are significant. Therefore, it can be said that the business model functions as an intervening factor in the influence of mosque resources on mosque performance.

Islam is one of the fastest-growing religions in the world. The rapid growth of Islam has led to the establishment of mosques as places of worship for Muslims. On the other hand, this growth is not matched by mosque performance that meets the needs of the congregation. This study aims to gain an understanding of the factors that drive the creation of good mosque performance. The study was mostly participated in by men who regularly visit the mosque. This indicates that male congregants more frequently visit the mosque compared to female congregants because men have the obligation to perform congregational prayers at The mosque as mentioned in the Qur'an. This study emphasizes that mosque resources and business models affect mosque performance. As an organization serving congregants, a mosque needs to have good management in order to provide services that align with the times and the needs of the congregation. The study results show that the business model plays an important role in enhancing mosque performance. An appropriate business model allows the mosque to manage religious, social, and economic activities more efficiently, thus providing optimal benefits for the congregation. This finding is in line with the research of Danarahmanto et al. (2020), which states that a well-planned business model can drive the sustainable success of a nonprofit organization.

This study also reveals the relationship between mosque resources and mosque performance. The results of the study indicate that mosque resources have not yet had a significant direct impact on performance. This is because the resources that the mosque currently possesses are not managed professionally, so they do not provide maximum benefits for the congregation. In fact, proper resource management is one of the important parameters in depicting mosque performance. These results are in line with the findings of Warnier et al. (2013), which state that resources do not automatically produce competitive advantages without effective management.

The mosque resources in this study include administrative resources (idarah), program resources (imarah), and physical facility resources (ri’ayah)

(Ministry of Religious Affairs of the Republic of Indonesia, 2014). Optimal management of these three resources will support the creation of an effective business model. However, in reality, many mosques have not fully utilized the potential of their resources, whether in terms of funds, programs, or facilities, and thus are not yet able to improve overall performance.The findings of this study have a number of significant implications. This research can serve as a reference for mosque managers to understand the importance of resource management and the implementation of business models in enhancing mosque performance. Mosques can use the results of this study as a guide to design better management strategies to meet the needs of the congregation.

Overall, this study shows that mosques can achieve good performance by utilizing resources efficiently and implementing an appropriate business model. A business model developed based on a thorough understanding of resources will help mosques provide religious and social services that align with the evolving needs of congregants. Resources, such as facilities, finances, and programs, must be managed well to support the implementation of an effective business model, thereby improving organizational performance. This research provides an important contribution to the literature on resources, business models, and mosque performance. In Indonesia, studies that combine these three variables are still limited, especially in the context of non-profit organizations such as mosques. Therefore, the results of this study offer new insights that can serve as a reference for mosque managers and future researchers in enhancing mosque performance according to congregants' needs.

CONCLUSION AND RECOMMENDATION

The performance of mosques in Indonesia is strongly influenced by resources and business models. Performance improvement can be achieved by implementing a resource-based business model through an integrated model called the Mosque Resource Based Business Model (MUROBBI Model). This model is designed to optimize the use of resources, helping mosques achieve optimal performance. The current condition of mosques in Indonesia is relatively good, as they are known for regular religious activities such as congregational prayers and religious study sessions. These activities receive positive evaluations due to their routine and structured implementation. Nevertheless, the performance of mosques still needs to be developed. Resources are very important for improving performance, but effective management is still required to provide significant benefits. The business model provides management guidance and facilitates the evaluation of mosque activities. Mosques with good management will become a preferred choice for Congregation and capable of becoming a center for solutions to various needs of the congregation. Many factors can influence organizational performance, one of which is the business model. According to Danarahmanto et al. (2020), the business model can drive the creation of sustainable performance for an organization. Future research is expected to study the business model in more depth as a supporting factor in improving mosque performance in Indonesia. This further study will provide a more comprehensive understanding of how mosques can adopt a relevant business model to enhance their performance. Resources and business models have been proven to influence mosque performance. Resources will be more effective and efficient when integrated with the right business model so that they can optimally support mosque performance.

This research has several limitations. First, the study focuses on mosques in Indonesia, so the results only apply in that context. Cultural differences, social conditions, and organizational environments in other countries may affect the relationship between resources, business models, and mosque performance. Second, this study uses a quantitative method, which may limit a deep understanding of the influence of resources and business models on mosque performance. Other methods, such as mixed methods, are needed to explore the phenomena more comprehensively. Third, the number and representativeness of respondents may limit the ability to generalize the findings.

FUTHER STUDY

This research still has delays, so it is necessary to conduct further research related to the topic Mosque Performance in Indonesia: Business Model Adaptation for Sustainability in order to improve this research and add insight for readers.

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