

# MOSQUE FUND MANAGEMENT: ITS IMPACT ON GEN-Z ENTREPRENEURS

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## Abstract

*This study explores the impact of mosque fund management on empowering Generation Z (Gen-Z) entrepreneurs, focusing on its potential to reduce unemployment and foster entrepreneurial development. Utilizing a qualitative methodology, this research employs content analysis and data derived from Focus Group Discussions (FGD) between and to investigate the effective management and utilization of mosque funds. Data collection was undertaken through interviews and reviews of relevant documents that generated 737 mosques in Indonesia and thematic analysis is carried out facilitated by NVivo 20 software. Entrepreneurs, fund management, social activities, training, education, digital communications, utilizing technology, effective fundraising were the top of the interviewed-on mosque administration, Gen Z and Islamic Finance expects or Indonesian Mosque Council. The findings reveal that from the sample selection around 30% of mosques in Indonesia have well managed mosque funds that significantly contribute to the entrepreneurial growth and employment opportunities for Gen-Z, highlighting the critical role of accountability in fund administration. Specifically, the study demonstrates mosques that transparent and strategic allocation of these funds can create a supportive environment for young entrepreneurs, providing them with necessary resources, mentorship, and networking opportunities. The research underscores the importance of collaboration between mosque authorities and local communities to maximize the impact of these initiatives. Ultimately, this research positions mosque fund management as a powerful tool for socio-economic development, particularly in nurturing the entrepreneurial spirit and reducing unemployment among the younger generation. The results may be used as a potential reference for mosques globally, especially in Arab countries, and have some implications for the improvement of financial management practices as well as how to manage mosques for sustainability. This is the first that identifies and comprehensive study on mosques fund management its impact to gen z generation on entrepreneur and uses 737 mosques around 4.30% (220) from 307,698 of the mosques in Indonesia.*

## Keywords

mosque, entrepreneurs, unemployment, fund Management, Gen-Z

## Introduction

Mosques hold a significant position in the socio-economic development of Muslim communities, particularly in Indonesia, which is home to over 307,698 registered mosques in 2024. In addition, as of 2024, the estimated number of mosques in Indonesia is approximately 800,000. This makes

Indonesia the country with the highest number of mosques in the world. The data includes both large congregational mosques and smaller community prayer spaces called *Musallah*. The count is continuously updated through the government's digital platform, the Mosque Information System (SIMAS), which helps document mosques across the archipelago. The central role of these religious institutions extends beyond being places of worship, as they often serve as community hubs that facilitate educational, social, and economic activities. Given this extensive network and community reach, mosques in Indonesia are well-positioned to contribute to local economic development, including supporting entrepreneurship among the younger generation.

Mosque fund management, encompassing the collection and distribution of resources such as zakat (almsgiving), infaq (voluntary donations), and waqf (endowments), is traditionally directed toward community welfare and religious activities. However, there is growing recognition of the potential to leverage these funds in innovative ways that can contribute to broader socio-economic objectives. Recent studies highlight that structured and strategic management of mosque funds can act as a catalyst for entrepreneurship, particularly for Gen-Z entrepreneurs who often face challenges in accessing traditional financing mechanisms due to their limited business experience and collateral (Freeman et al., 1995; Audretsch et al., 2007).

Mosques can function as an alternative financial institution by supporting microfinance initiatives, providing seed capital for start-up ventures, and establishing entrepreneurial training programs that align with Islamic principles of wealth distribution and social justice (Deneulin & Rakodi, 2011; Feener and Fountain, 2018). For Gen-Z entrepreneurs defined as individuals born between 1997 and 2012 mosques offer a unique opportunity to access not only financial resources but also mentorship and networking platforms within a values-driven framework. This integration of religious and entrepreneurial support systems can foster a conducive environment for youth entrepreneurship that promotes both economic growth and community cohesion (Kayed & Hassan, 2010).

The potential impact of mosque fund management on Gen-Z entrepreneurs is underscored by several key factors. First, the existing trust and credibility that mosques enjoy within communities make them suitable institutions for distributing financial resources transparently and effectively. Second, the alignment of entrepreneurship support with Islamic values can promote ethical business practices and social responsibility among young entrepreneurs. Lastly, the strategic use of mosque funds to support entrepreneurship can address the broader challenge of youth

unemployment, which remains a pressing issue in many parts of Indonesia (Dekens, 2007; Rahman & Hassan, 2022).

Despite these opportunities, there are several challenges in implementing effective mosque fund management for entrepreneurship development. These include the lack of standardized governance structures, limited financial literacy among mosque administrators, and the absence of a clear framework for integrating mosque funds with entrepreneurial support mechanisms (Feener & Scheer, 2018). Addressing these challenges requires capacity building, adopting best practices from successful mosque fund management models, and leveraging digital platforms to increase transparency and accountability (Ismail et al., 2020). What is the impact of mosque fund management on empowering Gen-Z? RQ2: What is the potential to reduce unemployment for Gen-Z? To answer the above questions, the qualitative approach using thematic analysis based on semi structured interviews and Focus Group Discussions (FGD) to investigate the effective management and utilization of mosque funds. A random sample of 737 mosques in Indonesia from 307,698 of the mosques in 2024 data based. This paper aims to provide the impact of mosque fund management on empowering Generation Z (Gen-Z) entrepreneurs, focusing on its potential to reduce unemployment and foster entrepreneurial development. Indeed, a comprehensive analysis of the role of mosque fund management in supporting Gen-Z entrepreneurs in Indonesia. It explores current practices, identifies key challenges, and proposes recommendations for optimizing mosque fund utilization to foster a more inclusive and dynamic entrepreneurial ecosystem.

## **Literature review**

### **Mosques in Indonesia**

The development of mosques in Indonesia is multifaceted, encompassing architectural evolution, community empowerment, and socio-economic roles. Historically, mosques in Indonesia have evolved from simple places of worship to multifunctional centers that integrate religious, educational, and social activities. This transformation is evident in the architectural diversity and the socio-economic functions that mosques now serve. Architecturally, contemporary mosques in Indonesia exhibit a blend of international and local styles, reflecting a trend towards regionalism. This approach integrates local cultural elements with modern Islamic architectural expressions, allowing mosques to embody both Islamic teachings and local identity (Sudarmawan et al., 2023). This architectural evolution is part of a broader historical trajectory that has seen mosques

adapt to changing cultural and technological contexts, from the Kingdom era to the modern mosque phenomenon (Sastra, 2023).

In addition, beyond architecture, mosques in Indonesia have increasingly become centers for community empowerment and social enterprise. The concept of mosque-based integrated community empowerment models has been developed to address poverty by leveraging the mosque's role as a community hub. This model involves collaboration among various stakeholders, including religious leaders, government bodies, and academic institutions, to optimize the mosque's potential in alleviating poverty through Islamic economics and management practices (Widiyanto et al., 2024). In Medan City, the independent mosque movement exemplifies efforts to transform mosques into self-sustaining entities that contribute to community welfare. These mosques aim to provide education, economic empowerment, and health services, thereby enhancing the social and economic well-being of the surrounding communities (Abrar et al., 2024). Similarly, mosques like Jogokariyan and Sabilillah have adopted Islamic social enterprise models to maximize the use of zakat, infaq, and sadaqah for poverty alleviation, serving as models for other mosques in Indonesia (Mohammad, H., Holle, 2024).

The development of mosque-based youth programs further highlights the mosque's role in community development. These programs focus on life skills and leadership training, aiming to engage youth in positive activities and prevent delinquency. By fostering youth leadership and character development, mosques contribute to building a morally and socially responsible generation (Risa et al., 2023 and Udin et al., 2023). Moreover, the integration of technology in mosque activities, such as the development of prayer guidance applications, demonstrates the adaptation of mosques to modern needs. These technological initiatives aim to enhance religious education and engagement among youth, addressing challenges posed by modern distractions (A., Subki., et al., 2024). In conclusion, the development of mosques in Indonesia is characterized by a dynamic interplay of architectural innovation, community empowerment, and socio-economic roles. These developments reflect a broader trend of mosques evolving from traditional places of worship to multifunctional centers that address contemporary social and economic challenges. This transformation is supported by collaborative efforts among various stakeholders and the strategic use of Islamic social enterprise models, positioning mosques as pivotal institutions in Indonesian society.

### **Entrepreneurship in Mosques for Gen Z**

The management of mosque funds has significant implications for Gen-Z entrepreneurs, particularly in the context of their values, motivations, and engagement with social causes. Gen-Z, characterized by their strong inclination towards social responsibility and community involvement, often seeks to align their entrepreneurial ventures with their ethical beliefs and social values. This alignment is crucial as it influences their willingness to engage with organizations, including mosques, that manage funds for community development and charitable activities. Research indicates that Gen-Z is motivated by experiences that foster personal growth and community engagement, which can be facilitated through mosque fund management initiatives. For instance, the concept of "voluntourism" highlights how Gen-Z participants are driven by the opportunity to contribute to local communities while gaining practical skills and enriching their perspectives (Wijayanti, 2024). This demographic is particularly receptive to organizations that demonstrate transparency and accountability in their financial dealings, as they are increasingly critical of non-profit organizations that lack these qualities (Parker, 2024). Therefore, effective mosque fund management that prioritizes transparency can enhance trust and engagement among Gen-Z entrepreneurs.

Moreover, the willingness of Gen-Z entrepreneurs to embed social sustainability into their business practices is noteworthy. Studies show that while relational motivators may not be the primary drivers for this generation, their entrepreneurial traits often reflect a strong commitment to social sustainability (Sherlywati & Simangunsong, 2023). This commitment aligns with the objectives of mosque fund management, which often includes community development and social welfare initiatives. By engaging with mosque funds, Gen-Z entrepreneurs can leverage these resources to support their ventures while contributing to broader societal goals. Additionally, the digital landscape plays a critical role in how Gen-Z interacts with charitable organizations, including mosques. The use of social media as a platform for engagement allows Gen-Z to connect with causes that resonate with their values. Research indicates that Gen-Z consumers are more likely to engage with brands and organizations that reflect their personal values and foster a sense of community (Konstantinou & Jones, 2022). Thus, mosque fund management that utilizes social media effectively can enhance outreach and participation among Gen-Z entrepreneurs.

## **Fund Management on Mosques in Indonesia**

Mosque fund management is a multifaceted process that involves the collection, management, and distribution of funds, often derived from religious obligations such as zakat, sadaqah, and infaq. Effective management of these funds is crucial for maintaining transparency, accountability, and trust within the community, as well as for maximizing the social impact of the funds. One key aspect of mosque fund management is the collaboration between mosques and formal zakat management units, such as BAZNAS in Indonesia. This collaboration can enhance the collection and management of zakat funds by leveraging the strategic location and community trust that mosques inherently possess. The research by Syamsuri and Adillah emphasizes the importance of strategic partnerships and transparent reporting to both the community and higher zakat authorities to maintain trust and increase fund collection (Syamsuri et al., 2024).

Accountability in financial management is another critical component. The study of the Muhammadiyah Mosque in Bulukumba, Indonesia, highlights the importance of a structured financial management system that includes planning, execution, and evaluation. This system ensures that funds are managed effectively and that the mosque can serve as a welfare center for the community (Andi, Anastasya., et al., 2024). Similarly, the research on Jogokariyan and Al-Khlahsh Jatipadang Mosques underscores the need for integrity and accountability in human resource management to enhance financial transparency and community trust (Ahmad, Fauzanet et al., 2024). Technological advancements offer significant opportunities to improve mosque fund management. The development of applications like "MyCash Masjid" facilitates accurate and efficient financial recording and reporting, reducing the risks associated with manual bookkeeping (Putri et al, 2023). Digital tools can streamline data entry and enhance financial reporting, as demonstrated in the study involving Indonesian workers in Taiwan (Faaris, Mujaahid et al., (2023). The placement of idle funds in Islamic banks is another strategy to optimize mosque fund management. Research in Mataram City shows that mosques with comprehensive financial reports are more likely to place their funds in Sharia banks, driven by factors such as Islamic financial literacy and the ease of fund placement provided by the banks Lalu, Rizky et.,all 2023).

Furthermore, the management of specific funds, such as the Death Charity Financial Fund (DCFF) in Malaysia, illustrates the role of mosques in addressing community needs beyond regular religious

activities. The DCFF helps alleviate the financial burden on families during funerals, demonstrating the mosque's role in social welfare (Setiyawan et al., 2023). Finally, the revitalization of mosque management models, as seen in the Kurir Langit Mosque, integrates religious values with educational and empowerment services, funded through various religious donations. This approach not only supports the mosque's operations but also fosters community development and reduces dependency on external aid (Muhlis et al., 2023). In conclusion, effective mosque fund management requires a combination of strategic partnerships, accountability, technological integration, and innovative financial strategies. By adopting these practices, mosques can enhance their role as centers of community welfare and empowerment, ensuring that funds are used efficiently and transparently to benefit the broader community. Hence, mosque fund management has a profound impact on Gen-Z entrepreneurs by aligning with their values of social responsibility, transparency, and community engagement. By effectively managing funds and utilizing digital platforms for outreach, mosques can foster a generation of socially conscious entrepreneurs who are eager to contribute to their communities while pursuing their business aspirations.

## **Methods**

### **Approach**

A qualitative technique was chosen for this study because it is useful for studies that seek to reflect on individual reality and allows researchers to understand how people interpret their experiences, build the world, and associate meanings with it (Merriam, 2009). A qualitative technique also enables for the production of thorough insights into mosque administration, Gen Z and Islamic finance experts or Indonesian mosque council experiences which is relevant to the goal of this study. This study uses a qualitative methodology, including content analysis and data from Focus Group Discussions (FGD), to evaluate the successful management and utilization of mosque funds.

### **Study Sample and Data Collection**

Data was collected through interviews and inspections of pertinent documents, resulting in 737 as shown at table 1 mosques across Indonesia, Date of Interview since 2023 on January until January 2025 which each mosque 45 minutes and thematic analysis was carried out using NVivo 20 software. Entrepreneurship, financial management, social activities, training, education, digital communications, technology utilization, and successful fundraising were the top priorities of those asked about mosque administration, Gen Z, and Islamic Finance expectations, according to the

Indonesian Mosque Council and also as we can see in table 2 list of questions (in Appendix 1). The study comprised a total of 737 interviews, a figure that encompasses both individual interviews and sessions conducted as part of Focus Group Discussions (FGDs). The FGDs were systematically organized according to Indonesia's provincial distribution, with participating mosques grouped into three primary regional clusters: Sulawesi, Kalimantan, and Java. These sessions were conducted through both online platforms and face-to-face meetings, engaging mosque treasurers, staff members, and management committees directly involved in financial administration. Sampling employed a purposive approach, selecting participants based on their formal roles and responsibilities in mosque financial management to ensure the inclusion of diverse institutional sizes, administrative capacities, and regional contexts. The organization of the FGDs entailed close coordination with local mosque associations, the preparation of a semi-structured discussion guide to maintain thematic consistency, and the scheduling of sessions in alignment with participant availability to facilitate comprehensive and reliable data collection.

## **Analysis and Discussion**

### **The impact of mosque fund management on empowering Gen-Z.**

The interviewees all the consensus that fund management of mosque should be addressed by social community. The interviewers also agree that fund management of mosque should be given to society due to all the fund from society and back to social activities. This study found that there are 220 mosques in term of how they manage their fund which are focusing on contribute to the community especially to give fund to Gen-Z to do part of business. As shown picture below one of the mosque names is Masjid Jokogarian that place in central of Java Indonesia that mosque-owned business refers to an economic venture managed by the mosque. In this regard interviewee stated that"

"Ya the revenue generated from these ventures is used to cover the mosque's operational needs in a more flexible manner. There are certain expenditures that cannot be financed solely through congregational donations, thus the proceeds from the mosque's business activities are utilized to meet these needs. Historically, mosques owned agricultural land, which was cultivated, and the profits were deposited into the mosque's treasury. When the mosque needed to be renovated or expanded, and substantial funds were required, the land was sold. As a replacement for that source of income, 11 lodging rooms have now been constructed on the third floor of the mosque building.



Figure 1: Mosque Area and a rice ATM as seen in picture 1 and picture 2.



Figure 2: Hotel under the Mosque

In addition, Bank Syariah Indonesia (BSI) plays a significant role in supporting the entrepreneurial development of mosques through various programs and initiatives. One of BSI's key efforts is its collaboration with the Indonesian Ministry of Religious Affairs (Kemenag) to implement the *Masjid Ramah* (Friendly Mosque) Program, which provides financial assistance for mosque operations and renovations. This program, which disbursed IDR 9.17 billion to 651 mosques and prayer rooms, aims to develop mosques as centers of community and economic activity. In addition, BSI encourages mosques to become banking agents, allowing them to earn commission income by serving as transaction points for the community. BSI is also involved in promoting micro, small, and medium enterprises (MSMEs) around mosque environments. By collaborating with Islamic microfinance institutions, BSI provides financing for MSMEs and training programs aimed at enhancing digital literacy and entrepreneurial skills. This initiative aims to empower local economies and foster financial independence among mosque-based communities. Moreover, BSI's support extends to other sectors within the halal value chain, such as agriculture, food and beverages, Muslim-friendly tourism, and the Hajj and Umrah ecosystem. The bank's vision is to

establish mosques as pivotal hubs for economic and social development, contributing to the overall growth of Indonesia's sharia economy. Additionally, interviewee Mosque Muhammad Chenc Hoo in South Sulawesi Indonesia, evidence that the practices of mosque fund management on empowering Gen-Z which is,

“Mosque funds are deposited in Indonesian Sharia Bank (BSI) and this bank provides assistance and facilities to mosque youth or teens to carry out entrepreneurial activities”

As pictures 3 and 4 below it is shown that small medium enterprises or SMEs collaboration with Bank for prospective businesses.



**Figure 3** A business under Bank Syariah Indonesia



**Figure 4** Another business in the mosque under Bank Syariah Indonesia

Moreover, the impact of the fund management of mosque which comes from another mosque which is Masjid Kapal Munzalan in West Kalimantan Indonesia demonstrates a unique approach to community engagement and service provision. Initially established as a small mosque within a predominantly non-Muslim neighborhood, the institution faced challenges in attracting congregants. To address this, the mosque initiated a comprehensive transportation service to pick up and return worshippers, providing a supportive environment that encouraged greater community participation. As the mosque's activities expanded, it received numerous vehicle donations from the congregation, including trucks and even luxury vehicles, offered as waqf (endowments) to support its outreach initiatives. These resources have been effectively utilized to deliver community services such as monthly distribution of hundreds of tons of rice, facilitating marriages, and providing transportation for those needing to travel outside the area.

The mosque's model of combining religious and social services underscores its role as a key institution in the community, fostering a service-oriented culture that bridges spiritual activities and social welfare. This case exemplifies how a mosque can transcend its traditional role and emerge as a pivotal community center, actively contributing to societal development. Hence, the findings of this study indicate that effective fund management within the mosque has significantly influenced the younger generation, particularly members of Generation Z, by increasing their level of engagement and contribution.

### **The Potential to Reduce Unemployment for Gen-Z**

The results of this study reveal that 30% of the sampled mosques have allocated a portion of their funds specifically to support Gen-Z in entrepreneurial activities. This allocation demonstrates a strategic approach to financial management aimed at fostering economic empowerment and business development among the younger generation as a result the big proportion to reduce the unemployment Gen-Z. In addition, as discussed above bank has opportunity to contribute for devolving the Gen-Z in term of how the young generation dealing with business with giving fund from bank and fund of the mosque. The potential of mosque fund management to reduce unemployment among Generation Z in Indonesia is significant, especially given the socio-economic context and the role of mosques as community institutions. Many mosques in Indonesia have begun to shift from their traditional roles of providing purely religious services to becoming active participants in social and economic development. By strategically allocating a portion of

their funds to support entrepreneurial activities and skill development programs for the youth, mosques can serve as catalysts for economic empowerment.

This approach is particularly impactful in Indonesia, where the youth population is rapidly growing, and unemployment among Gen-Z remains a pressing issue. Through targeted initiatives, such as offering seed funding, providing business training, and facilitating networking opportunities, mosques can help young people transition from job seekers to job creators. This strategy not only reduces unemployment but also fosters a sense of community responsibility and nurtures a generation of economically productive individuals who are connected to their religious and social values.

The involvement of mosques in this domain demonstrates a holistic model of community development, where religious institutions play a vital role in addressing broader socio-economic challenges. As such, this model could serve as a blueprint for similar initiatives in other regions, showcasing how religious organizations can leverage their influence and resources to contribute meaningfully to youth development and national economic growth. Therefore, the framework found this study as seen below:

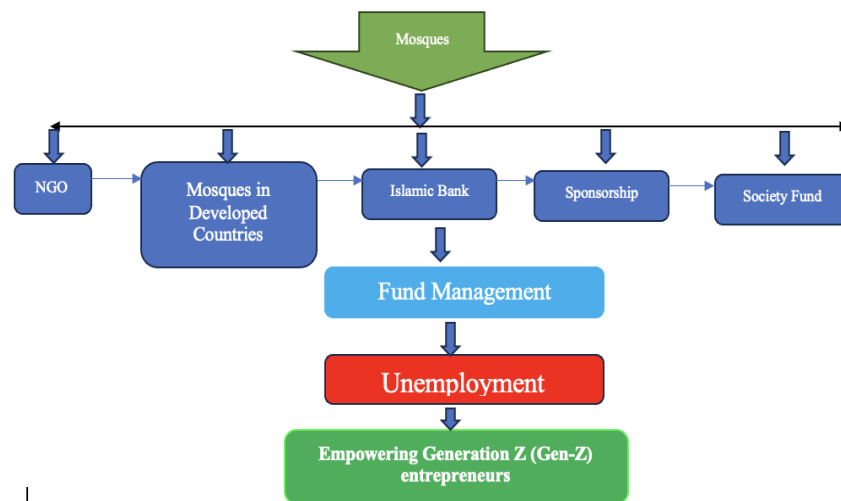


Figure 1 (Framework of this study)

## **Fund Management of the Mosque**

The fund management of the mosque in Indonesia for this study found that not all mosques are good on how they manage their fund however some mosques in Indonesia have good to managed their fund management such as Masjid Jokogarian exemplifies a progressive approach to utilizing religious donations and resources for the benefit of the broader community. Unlike conventional mosques that primarily use their funds for maintenance and religious activities, the Jokogarian mosque has implemented a financial management strategy focused on socio-economic development. This includes allocating funds to support educational initiatives, youth empowerment programs, and entrepreneurial activities. By leveraging these resources, the mosque aims to contribute to the economic well-being of its congregants, particularly the younger generation. This model of fund management not only ensures financial sustainability for the mosque but also positions it as a key player in local economic development. The success of such initiatives in Jokogarian highlights the potential for mosques to extend their traditional roles and serve as catalysts for positive social and economic change.

## **Conclusion**

The study demonstrates that mosque fund management plays a crucial role in enhancing the entrepreneurial capabilities of Gen-Z, thereby contributing to social and economic development. By providing access to capital and entrepreneurial training, mosques enable young people to establish and grow their businesses, which helps in creating employment opportunities and reducing the rate of youth unemployment. Moreover, the ripple effect of these initiatives is not limited to the vicinity of the mosques, but positively impacts other regions by fostering economic interconnectivity and resource sharing. This broadens the reach of community-based empowerment, strengthening the social fabric and economic resilience of the society at large. As a result, mosque-managed funds become instrumental in driving sustainable development, encouraging youth participation in the economy, and fostering a culture of self-reliance and productivity.

Based on the findings, it is advisable for mosque fund management systems to pursue collaboration and assistance from overseas donors, particularly from developed nations such as the United Arab Emirates, Saudi Arabia, and Qatar. Countries with a history of contributing to worldwide Islamic philanthropic initiatives might significantly benefit Gen-Z entrepreneurs in

impoverished nations. Through the formation of relationships with these nations, mosques can acquire supplementary financial resources, technical proficiency, and capacity-building initiatives. This partnership can substantially enhance the scope and influence of mosque funding efforts, facilitating wider economic development and youth empowerment across several regions.

Furthermore, formulating strategic frameworks to amalgamate external funding with local mosque activities will guarantee the sustainable advancement of Gen-Z entrepreneurship. Funds should be allocated primarily to education, skills training, and microfinance to foster creativity and entrepreneurship among youth. Moreover, establishing a clear and accountable framework for the administration of these funds will cultivate trust and draw increased overseas contributions, so augmenting the overall efficacy of mosque fund management initiatives in alleviating youth unemployment and promoting economic advancement.

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