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THE FUNDRAISING STRATEGY OF ZAKAT IN NATIONAL ZAKAT AGENCY OF EAST JAVA

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Abstract

This study aimed to gain strategy and zakat fundraising strategy evaluation applied at National Zakat Agency of East Java Province. This study used qualitative approach by primary and secondary data collecting. Interviewers of this study who came from different background, which are National Zakat Agency of East Java Province employees and academicians. Finding of this study shows there are three strategies at National Zakat Agency of East Java Province, the strategy is to build an image of an independent and professional institution, creates standardize the working mechanism of the zakat management organization, and build a muzaki and mustahik data base centrally . This study also informs socialization become main reason to increase zakat fundraising at National Zakat Agency of East Java Province.

Abstrak

Penelitian ini bertujuan untuk mengetahui strategi dan evaluasi strategi penggalangan dana zakat yang diterapkan di Badan Zakat Nasional Provinsi Jawa Timur. Penelitian ini menggunakan pendekatan kualitatif dengan pengumpulan data primer dan sekunder. Pewawancara penelitian ini berasal dari latar belakang yang berbeda, yaitu pegawai Badan Zakat Nasional Provinsi Jawa Timur dan akademisi. Temuan penelitian ini menunjukkan ada tiga strategi di Badan Zakat Nasional Provinsi Jawa Timur, strategi tersebut adalah membangun citra lembaga yang mandiri dan profesional, menciptakan standarisasi mekanisme kerja organisasi pengelola zakat, dan membangun data muzaki dan mustahik. Basis secara terpusat. Penelitian ini juga menginformasikan sosialisasi menjadi alasan utama untuk meningkatkan penggalangan dana zakat di Badan Zakat Nasional Provinsi Jawa Timur.

Kata kunci:

*Zakat, Penggalangan Dana,
Badan Zakat Nasional
Provinsi Jawa Timur*

JEL Classification:

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1. Introduction

Zakat is obligation for all Moslem which is mentioned in pillars of Islam, Rasullullah SAW, said :

بُنِيَ الْإِسْلَامُ عَلَى خَمْسَةٍ عَلَى أَنْ يُوحَدَ اللَّهُ وَإِقَامِ الصَّلَاةِ وَإِيتَاءِ الزَّكَاةِ وَصِيَامِ رَمَضَانَ وَالْحَجِّ

“Islam has been built upon five things, they are, on testifying that there is no God save Allah, and that Muhammad is His Messenger, on Performing Shalat, on Giving the zakat, on Fasting during Ramadan and Hajj.” (HR. Muslim)

Moreover, for all Moslem who disobey the obligation of zakat while they already understand about the obligation of zakat, then Rasullullah SAW, said::

مَا مِنْ صَاحِبِ ذَهَبٍ وَلَا فِضَّةٍ لَا يُؤَدِّي مِنْهَا حَقَّهَا إِلَّا إِذَا كَانَ يَوْمَ الْقِيَامَةِ صُفِّحَتْ لَهُ صَفَائِحُ مِنْ نَارٍ فَأُحْمِي

عَلَيْهَا فِي نَارٍ جَهَنَّمَ فَيُكْوَى بِهَا جَنْبُهُ وَجَبِينُهُ وَظَهْرُهُ كُلَّمَا بَرَدَتْ أُعِيدَتْ لَهُ فِي يَوْمٍ كَانَ مِقْدَارُهُ خَمْسِينَ

أَلْفَ سَنَةٍ حَتَّى يُفْضَى بَيْنَ الْعِبَادِ

“If any owner of gold or silver does not pay what is due on him, when the Day of Resurrection would come, plates of fire would be beaten out for him; these would then be heated in the fire of Hell and his sides, his forehead and his back would be cauterized with them. Whenever these cool down, (the process is) repeated during a day the extent of which would be fifty thousand years, until judgment is pronounced among servants”. (Hadith of Muslim)

If there are a group of people who unwilling to pay zakat, yet they understand about the obligation, they have the will, indeed the government should embattled them until they pay the zakat. as had been done by Abu Bakar Ash Shidiq, he said that “in the name of Allah, if they still didn’t want to pay zakat of their camels to Rasullullah SAW, indeed I will fight them.” (Hadith Bukhari).

There were already set an example during the fellowship era that the *baitul maal*, was not only in a certain area, but also built in some branches. While the zakat institution in Indonesia is in form of Badan Amil Zakat Nasional (The National Zakat Institution) which has built in many provinces, regions or cities. Based on the citizens data, in 2010 Indonesia was one of biggest Moslem country, that are 216,66 million or 85% of total population (BPS, 2010), this data shows that zakat is potential in Indonesia. Many studies talk about the potential of zakat in Indonesia, such as PIRAC (*Public Interest Research and Advocacy Center*) study finds that zakat gathering in Indonesia tends to increase. Another study was from PEBS FEUI, they use the number of zakat payer in Indonesian Moslem as the approach of the study. With the assumption 95% of the zakat payer are able to pay zakat and the potency of zakat fundraising during 2009 was about 12,7 trillion, the research done by UIN Syarif Hidayullah Jakarta showed that the zakat potency in Indonesia was about 19,3 Trillion, from the BAZNAZ research in 2015, the zakat potency was up to 286 trillion (BAZNAS, 2018). The high potency of zakat was also supported by the BAZNAS research in 2018, which was not supported yet by the apt of zakat fundraising accomplishment, it shows that there were gap between zakat potency and the reality of Zakat Fundraising (Hafidhuddin & Pramulya, 2008). Thus, it is need to be analyze more about how to increase the zakat rising. Here is the table of Fund raising by ZIS in Indonesia around 2008 to 2017.

The data taken from The National Zakat, Donations and Alms Receiving Institution (ZIS) shows that the accumulation of ZIS’ fund was increase from 2013 to 2017. This is shown in 1.1 table below, about the number of ZIS’ fund gathering in Indonesia, but the percentage of its escalation was still volatile as in 2013 and 2015, the escalation in 2013 was 19,31%, that was lower than 2012, that was 27,97%, and the ZIS’ fund gathering in 2015 (10,61%) lower than 2014 (25,05%) (BAZNAS, 2018)

**Table 1.2 Report of Zakat Gathering
In BAZNAS of EAST JAVA**

No	Year	Number
1	2015	Rp 32 M
2	2016	Rp 42,7 M
3	2017	Target Rp 60 M

Source: EAST JAVA BAZNAS (2017)

The report of BAZNAS in 2015 and 2016 and the target of Rp. 60 M delivered by the head of BAZNAS of East Java, Nawawi (BAZNAS, 2017). Based on Nawawi, to get the Rp.60 M target, BAZNAS had applied two way to gather the zakat, they were the direct way to the society by empowering the fundraiser, and the second way was using the developed Zakat Raiser Unit (UPZ) (BAZNAS, 2017)

**Table1.3
The Fundraising amount of ZIS BAZNAS of East Java**

No	Year	The fundraising amount from Zakat Payer	
		Zakat	Infaq/ Sadaqah
1	2013	1.662.191.915	4.220.557.277
2	2014	1.890.993.440	6.387.186.190
3	2015	2.218.611.303	4.402.827.977
4	2016	2.758.703.554	4.516.777.015

Source: East Java BAZNAS (2018)

The amount of ZIS fundraising in East Java BAZNAS was increased, while the amount of donations and Alms was volatile, the collected funds came mostly from the donations and alms. The collected funds of Zakat in East Java are gradually increased. However, there were gap between the collected funds of zakat and its potential. Yusuf as the Vice Governor of East Java (2017) said that the potential zakat in East Java was Rp. 15 Trillion, based on the 1.2 table. The number of zakat raising in BAZNAS for the whole East Java was Rp. 43,2 M in 2016, the gap shows that the most people haven't entrust their zakat to be managed by BAZNAS of East Java. The realization of Zakat Fund in Indonesia is increase as long as the increase of the number of the citizen who are obliged to pay zakat and per capita income. However the increase of the accepted zakat is not equal with the increase of its potential as in the Canggih, et.al (2017) research and the research result of Nawarini (2016)

The increase of zakat gathering which was imbalance with zakat potency showed that there should be the right strategy to increase the zakat fundraising. The strategy of zakat fund raising is needed to support the effective fund raising activity. Hafidhudin and Pramulya (2008) created the steps for zakat fundraising in Indonesia, they are: Optimize the depth socialization, building the good and

professional image of zakat organization, building the human resource who are able to develop the zakat in Indonesia, building the database of zakat payer and the zakat receiver in Indonesia, making the standardization of OPZ working mechanism and strengthen the synergy among OPZ. There are some research results related to the zakat fundraising strategies, such as (Widi, 2017) shows that BAZNAS uses the direct and indirect strategy. If the Muzakki are willing to pay the zakat through the media campaign and direct fundraising, there are some ways to ease the Muzakki to pay their zakat: First, the direct deduction through UPZ to be deposited to BAZNAS account. Second, the BAZNAS officers are proactively pick the zakat directly from the Muzakki. Third, asks the Muzakki to pay their zakat through the BAZNAS district account. This research result is supported by (Ridwan, 2016) while the research result of Sari (2017) stated that the zakat fundraising strategies in BAZNAS are: increasing the inter agency collaboration including the government agency, increasing the socialization through holding the seminar and workshop of zakat, giving the scholarship for the Collage students who takes zakat studies, gaining the Muzakki from the farmers, adding the zakat counter in some strategic location, developing ICT system in managing zakat and optimizing the NPWZ function.

The strategy evaluation in sharia management strategy has the function to straighten, correcting and suited to the Islamic values, the last thing of the sharia management strategy is evaluation that is to evaluate the performance and supervise the ongoing process (Muna & Hapsari, 2015). Evaluation is the process of gathering the data or information to be compared with the criteria to take a conclusion for doing the improvement.

This article aims to determine how does the zakat fundraising strategy in BAZNAS of East Java to decrease the gap between the total of zakat fund raising and the zakat potency and to determine the evaluation of the zakat fundraising strategy in BAZNAS of East Java. The writer focuses on discussing the fundraising strategy in BAZNAS of East Java as the effort to increase the result of the fundraising from the zakat payer to optimize the potency of the gathered fund from zakat and its utilization for the society.

2. Data and Method

This article uses qualitative method, aims to get the deepest comprehension about the social problem.(Moleong,2014) The research took place in BAZNAS of East Java Province, the BAZNAS of East Java belongs to Zakat Raising Organization (OPZ) that belongs to the government.

The data source is purposive and snowball sampling, the data source in this research is the Head of Funds Raising Division of BAZNAS of East Java, purposively, the position that has a deep comprehension about the funds raising in BAZNAS of East Java is the head of Funds Raising division of BAZNAS of East Java. Head of Funds Raising division of BAZNAS of East Java became the “key” of data source. Besides, there was also the staff from funds raising division of BAZNAS of East Java as the interviewees and the academics as the external interviewees who understands about the funds raising strategy. The external interviewees give his objective point of view upon the discussing case. The data gathering technique in this article using observation, interview, and documentation (Sugiono, 2017)

3. Results

The result of interview shos that BAZNAS of East Java has three poins, that already applied based on Hafidhudin and Pramulya (2008) theory, they are building the the organization image that

independent and professional, one of the way in building the organization image is through the organization transparency, here's the interview result from the interviewee:

"First of all, from the financial side, BAZNAS is audited annually by a public accountant, it is expected to get the title of Unqualified (WTP), the second is that BAZNAS tries to show that it is the only organization that is audited in two ways, namely through public accountants and Islamic accountants. , meaning that we hope the BAZNAS East Java sharia audit gets an A in the community " (an interview with the head of Funds Raising Division of BAZNAS of East Java, on 5th may 2019, in BAZNAS Office)

The interview result shows that, BAZNAS of East Java is transparent; moreover, the academic said that OPZ in Indonesia already applied the transparency system although it is not maximized yet, the result shows that BAZNAS of East Java had built the good organization image. Next, making the standardization of performance mechanism of zakat management, based on the interviewee from BAZNAS JATIM, that BAZNAS have the standardization of performance mechanism,

"all the staff in BAZNAS JATIM are the contract employees, not permanent employees, and then, the working hour from 8 a.m. to 4 p.m., besides, there is also the over time for those who get the extra works" (an Interview with the head of general, HR and administration of BAZNAS JATIM, 05 March 2019, in BAZNAS JATIM office)

Based on the academician, all OPZ in Indonesia have their own standardization. here is the statement from the academician:

"the mechanism of each organization has its own standarization.."(an interview with academician in Economics Faculty, UNESA)

The third, building the central data base of zakat payers and the zakat receiver already done by BAZNAS JATIM through two ways. They are by MS Excel and SIMBA, through these ways, BAZNAS JATIM is seriously managing its database, from SIMBA system, the input data is used by all the BAZNAS in Indonesia, thus the probability of the overlapping data between BAZNAS can be minimized, here is the interview result:

"we have two, they are manual and SIMBA, using SIMBA is better, although I also use the manual way as has been done before" (an interview with BAZNAS JATIM staff on 05 March 2019 in BAZNAS JATIM Office)

Meanwhile, here is the academician's opinion about the data base of OPZ in Indoensia:

"the weakness if zakat is not centrally managed by the government is, so there are many self-subsistent zakat organization that have their own zakat receiving institution, and we can deny it if they have the same zakat area, it's probably a zakat payer is noted in two or more zakat receiver institutions, so if the data base is handled by the government, i think it will be better, as an example if the zakat payer "A" is already mentioned in one Zakat receiver institution, we don't need to input his data any more, thus the zakat distribution becomes more even" (an interview with the staff of BAZNAS JATIM on 5th March 2019 in BAZNAS JATIM Office).

Based on the interview result from the two interviewees, they explain that the database problem is existed because the data is not centrally organized, and all BAZNAS in Indonesia, is obligated to use

SiMBA. The gathered data from each BAZNAS is centralized in SiMBA, thus BAZNAS has managed the data base well, it will be better if LAZNAS also use the same system.

The evaluation of fundraising strategy for the employee is done once a month. However, based on the staff of Fund Raising division of BAZNAS JATIM, there has never been anything wrong in doing the fundraising, so, the evaluation focuses more on the result of fundraising, here is the interview result, when the writer asked about what to do if there is an error on doing the fundraising:

“Insha’Allah not yet, the evaluation done for monthly” (an Interview with the staff of Fund Raising division on 25 June 2019)

4. Discussion

There are some strategies done by BAZNAS JATIM to support its funds raising activity in order to run the strategy that based on the expectation and the institution goals. Hafiduddin and Paramulya (2008) created some steps needed for the zakat fundraising, here are the steps applied by the staff of BAZNAS JATIM if it is suited with the theory of Hafiduddin and Paramulya (2008):

The Theories applied by BAZNAS JATIM

Building the Image of an Independent and Professional Institution.

Since the good and strong image can get the public attention to distribute their zakat through that Institution, otherwise the bad institution image will affect toward the public trust, thus the society will not believe the institution to distribute the funds.

BAZNAS JATIM builds the transparent and accountable institution image. the transparency by issuing the monthly bulletin for the funds donor. The bulletin explains the activities in BAZNAS JATIM in a month and how the zakat funds is managed. For its accountability, BAZNAS JATIM doing the audit, which is done by the public accountant and sharia accountant, those are the good strategies done by BAZNAS JATIM to get the public trust toward BAZNAS JATIM. Another opinion about the institution image by the transparency through the bulletin is justified by the academics that BAZNAS JATIM already showed its transparency through the bulletin, and the accountability is showed by applying the audit in certain period, even though not all OPZ had already applied them all.

The previous study from Abidah and Atik (2016) found that the institution image has the impact toward the public choice to distribute their zakat, it affects the zakat gathering in that institution. So does the research of Hanifah (2015) stated that the Institution image gives the positive effect toward the Muzakki interest to pay their zakat of profession on PKPU of Yogyakarta. In Haki’s (2020) had revealed the positive effect of the institution image toward the Muzakki interest in Baznas of Banten. So, the implementation of institution image in BAZNAS JATIM which are transparent and accountable become one of the reasons of increasing the zakat funds, besides the image gives the good value of BAZNAS JATIM to be compared with another LAZ, moreover the academics said that not all LAZ apply the transparency and accountability.

Making the Standardization of Zakat Management Organization Working Mechanism

The interview result with the BAZNAS JATIM staff and the academics said that each OPZ has its own standard. Such as BAZNAS JATIM, the work mechanisms for each division were made based on the job description. Based on the head of general, HR and administration division, the standard of BAZNAS JATIM employees just like other institution, such as the working hour starts from 08.00 WIB to 16.00 WIB, and there's a punishment for the offender, each division has the Standard Operating Procedures that should be followed, the employees should do their job based on the SOP. The SOP of each division is the standards of BAZNAS JATIM.

The employee opinion that describes that BAZNAS JATIM has the work mechanism standardization, supported by the academics opinion that all OPZ should have the mechanism of work standardization and BAZNAS JATIM already had that standardization.

On this second point, BAZNAS JATIM already applied it, so it can be said that applying the standardization of working mechanism in BAZNAS JATIM become one of the reason of the increasing zakat funds raising in BAZNAS JATIM.

Building the central data base of zakat payer and zakat receiver

It has mentioned that to amend the law, it is more effective if there is the database of zakat payer and zakat receiver. The database of zakat payer is also needed to distribute the zakat fund evenly, because in distributing the fund, we do not know whether the zakat receiver targeted by the A institution did not receive the donation yet from the B Institution. To deal with the data base problem, BAZNAS JATIM has two ways to take the data of zakat payer and the zakat receiver. That is by inputting the data manually to MS EXCEL and by SiMBA or the zakat management system, so the head of distribution division of BAZNAS JATIM sure that the inter-BAZNAS data in Indonesia will not overlap as long as the BAZNAS uses SiMBA. When the writer asked if there is an overlapping data, he said no, but then he said that he did not know how about the LAZNAS.

BAZNAS is actually applies the central data base system, besides the academics said that it is better if the database made centrally, to reduce the risk of overlap data. So, the implementation of SiMBA in BAZNAS especially in BAZNAS JATIM is one of the effort done by BAZNAS to reduce the overlapping data and to maximize the zakat potency.

***Some Theories that not applied yet in BAZNAS JATIM* The depth socialization optimization about zakat**

The socialization is the first thing should be done to increase zakat fund raising, the some interviewees agree that socialization is very important. Because of the lack information about zakat, socialization in BAZNAS JATIM is done every day, based on the head of funds raising that all the staffs always talk about BAZNAS JATIM and zakat when they carry out the duties outside the office, or when they do the fieldwork even though they are not from the funds gathering division. The head of the funds gathering also said that the socialization need more human resource and BAZNAS JATIM can't optimize the socialization because of the existing human resource lack of time and space.

The academics said that the society need more socialization and need more human resource, Yuslizar (2017) also stated that the optimism of the Amil zakat affecting the optimal zakat fundraising. However, the problem of BAZNAS in East Java is the small number of Human Resource in BAZNAS of East Java. one of the problem in BAZNAS JATIM is the lack number of

human resource in BAZNAS JATIM, thus the socialization done by BAZNAS JATIM is not optimal yet. BAZNAS JATIM had done the socialization, since there is lack of human resource, the socialization is not optimal, and the problem of socialization will not be finished if the problem of human resource is not resolved first.

Building the Human Resources who are ready to develop the zakat in Indonesia #

It is hoped that the zakat manager or the Human resource of zakat are the people who are understand about zakat. Because zakat is in Islamic economy field will be better if the human resource or the staff of BAZNAS JATIM at least understand about Islamic economy, to ensure that the human resource of zakat institution has the understanding about zakat, it is better to select the human resource based on their academic background formal or non-formal. Therefore, the selected human resource is more competent in doing their duties and obligations.

Based on the interview result with the academics that the HR of zakat in Indonesia, including BAZNAS JATIM is good, since they are able to increase the zakat funds annually even though it still not fit to its potential yet. However, it is better if the zakat staffs are suited to their background of study to organize the zakat well. More employees in BAZNAS JATIM, their background of the study is not parallel with their job as the Amil (zakat collector). For example, the Head of general, human resource and administration who graduated from technical scholar, moreover there are also the employees who graduated from senior high school.

Based on the interviewee (BAZNAS JATIM employee and academician) that the minimum educational background for BAZNAS JATIM's employee is S1 degree, except the volunteers, who are graduated from the Senior High School. In conclusion, the reality found by the writer and the argument from the interviewee is not in line, so, BAZNAS JATIM should select the employee well in its employee recruitment.

In developing the Human Resource who are able to develop zakat in Indonesia, BAZNAS JATIM is considered not ready yet, as the fact that the education background of BAZNAS JATIM employees are under S1 degree. However, the Head of general, human resource and administration said that to be the BAZNAS JATIM employee, the minimum study is S1 degree, because it is one of the obstacle in increasing the zakat funds raising.

Strengthen the Synergy Inter-Zakat Management Organization

The synergy inter OPZ is hoped to be increase, because the synergy inter OPZ in Indonesia is considered lack. The three interviewees from academicians confirm that fact, because this condition can affect the zakat management. In the constitution number 23 year 2011, said that LAZNAS should give its report to BAZNAS in its area. Nevertheless, the fact as described by the employee of BAZNAS JATIM that LAZNAS share the report to BAZNAS JATIM and then, to the House of Zakat. It reveals that there is lack of synergy between OPZ in East Java, so, the cooperation is need to be improved more.

The lack synergy among OPZ can be the obstacle to increase the zakat funds gathering, even though there are some OPZ that are synergy, but most of LAZNAS disobey the rule of the constitution number 23 year 2011, the rule that LAZNAS should report to BAZNAS related to its agency. The lack of synergy among OPZ can be the obstacle to increase of Zakat Funds in BAZNAS JATIM. The conclusion from the applied steps and the not-applied yet steps in BAZNAS JATIM, those are the steps to increase the zakat funds gathering based on the Hafidhuddin and

Paramulya theory, there are seven points, from those seven points there are only three points that is applied well by BAZNAS JATIM. They are: renew and amend the law, make the OPZ work mechanism standardization, building the independent and professional image of organization. However, to increase the optimal zakat gathering, it is better if OPZ applies the seven theory of Hafidhuddin and Paramulya. BAZNAS JATIM had already optimized the three of the seven steps to increase the zakat gathering in BAZNAS JATIM while the other four steps are not optimally done by BAZNAS JATIM, so BAZNAS JATIM need to improve its strategy.

based on the strategy evaluation of fundraising fits to the theory of Hafidhuddin and Paramulya (2008) about the steps to increase the zakat gathering. The evaluation of strategy which is applied by BAZNAS JATIM are: building the Image of organization, which is independent and professional, make the standardization of OPZ work mechanism, building the central database of zakat payer and zakat receiver. The interview result from the interviewee said that the institution has done the monthly evaluation along with the general evaluation of the institution. Based on the interviewee from BAZNAS JATIM, there are not many problems exist by applying those strategies (three strategies), thus the evaluation of the three strategies is technically not evaluate. Based on that interviewee, the three strategies will be evaluated if there is a fault from the staff who is applying the strategies, and the fund raising strategy itself is not evaluated.

The strategy evaluation is the step where the process of the evaluation of real result of institution' performance that are the implemented strategy of the institution and the expected performance of the institution. The strategy evaluation that is applied by the institution helps the institution to find out the fault in the strategy or the fault in implementing the strategy. Therefore, it is easy to set another plan; in BAZNAS JATIM the evaluation is done if, there is a fault in doing the fundraising.

In conclusion, the BAZNAS JATIM only evaluates the employees and not evaluates the implemented strategies. Whereas, the implemented strategies may be ineffective or need to be renew. Where, those things can be the reason to increase the zakat gathering, but the result is still far from the potential, it is may be because the zakat institution is not seriously plan, supervise and evaluate the zakat fundraising activity.

5. Conclusion

The Zakat Fundraising strategy in BAZNAS JATIM divided in to two, the first is small scale fundraising that is handled by the internship and the volunteer with the society as the targeted of socialization and the second is large scale fundraising strategy handled by the professional officers whose job is to get donors through the socialization in institutions or others.

BAZNAS JATIM had done the evaluation on Zakat fundraising strategy in two ways, those are, by means of every completion of fundraising, an evaluation will be carried out, and this evaluation is applied on the small scale fundraising that handled by the internship or volunteer and for the professional employees, the evaluation is done for once a month.

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