

## Optimization Strategy Utilization Of Zakat In Improving The Welfare Of Mustahik At Baznas Kendari, Southeast Sulawesi

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### ABSTRACT

Zakat is an important instrument in the Islamic economic system that functions as a means of income redistribution and improving community welfare. However, the effectiveness of zakat is largely determined by its management strategy. This study aims to analyze the zakat utilization optimization strategy implemented by BAZNAS Kendari, assess the effectiveness of this strategy in improving the welfare of mustahik, analyze the impact of implementing the zakat optimization strategy, and formulate priority strategies based on a SWOT analysis. This study uses a qualitative approach with a case study method. Data were collected through in-depth interviews, observations, and documentation of BAZNAS managers, mustahik recipients of productive and consumptive zakat, muzakki, as well as community and religious leaders. Data analysis was carried out using the IFAS, EFAS, SWOT, and Quantitative Strategic Planning Matrix (QSPM) matrices. The results of the study indicate that the zakat optimization strategy at BAZNAS Kendari is directed at strengthening productive zakat, mentoring mustahik businesses, and managing programs based on digitalization needs. This strategy has proven effective in gradually improving the welfare of mustahik in the economic, social, and spiritual aspects, although not all mustahik have experienced the transformation of status into munfiq or muzakki. The results of the SWOT analysis place BAZNAS Kendari in Quadrant I (aggressive strategy), with the priority strategy being strengthening productive zakat based on intensive mentoring and continuous monitoring. This research provides a practical contribution to regional zakat management and enriches the study of zakat management based on strategic analysis.

### 1. Introduction

Poverty and economic inequality remain major challenges to socioeconomic development in Indonesia, including in urban areas like Kendari City. From an Islamic economic perspective, zakat is viewed as a fundamental instrument that functions not only as an individual act of worship but also as a wealth distribution mechanism aimed at achieving social justice and the welfare of the community. Therefore, zakat holds a strategic position in poverty alleviation efforts and the economic empowerment of the poor.

With the development of modern zakat governance, the paradigm of zakat management has shifted from a consumptive approach to a productive one. Productive zakat is aimed at strengthening the economic capacity of those who mustahik (recipients of zakat) through the provision of business capital, mentoring, and strengthening economic independence. This approach is expected to transform the position of mustahik from recipients of assistance to independent economic actors, with the potential to even become munfiq (payers of zakat) or muzakki (recipients of zakat) in the future.

As the official zakat management institution at the regional level, BAZNAS Kendari plays a strategic role in managing zakat funds to ensure a sustainable impact on welfare. Zakat collection data shows a significant upward trend year after year, but this increase has not been fully accompanied by a uniform transformation in the welfare of those entitled to receive zakat. Some mustahik remain in the

underprivileged category despite receiving zakat assistance, particularly productive zakat.

Previous studies generally assess the success of zakat from the increase in mustahik's income, while the multidimensional welfare aspect that includes social, spiritual, and economic status transformation dimensions is still relatively limited. Furthermore, studies that place zakat institutions as the subject of strategic analysis through the SWOT and QSPM approaches are still rare, especially at the regional BAZNAS level. Based on these conditions, this study is important to examine in depth the strategy of optimizing zakat utilization implemented by BAZNAS Kendari, Southeast Sulawesi, its effectiveness, its impact on mustahik's welfare, and the formulation of priority strategies based on SWOT analysis as a basis for improving zakat management performance.

## Theoretical Review

### The Concept of Zakat in the Perspective of Islamic Economics

Zakat is one of the main instruments in the Islamic economic system, serving as a mechanism for redistributing wealth to achieve social justice and the welfare of the people. Conceptually, zakat is understood not only as an individual religious obligation but also as a social instrument. An economy that plays a strategic role in reducing poverty and income inequality. Qardhawi emphasized that zakat is a pillar of Islamic economics that functions to maintain a balanced distribution of wealth and ensure the basic needs of the poor are met (Qardhawi, 2006).

Within the framework of Islamic economics, well-being is not solely measured in terms of material aspects, but rather encompasses spiritual and social dimensions. falah Welfare is defined as the fulfillment of a decent standard of living, a sense of security, social dignity, and an individual's closeness to religious values. Therefore, zakat is seen as an instrument capable of promoting holistic well-being, not simply increasing income (Chapra, 2000).

### Productive Zakat and Empowerment of Mustahik

Productive zakat is a form of zakat utilization directed toward productive economic activities, such as providing business capital, production facilities, and entrepreneurial mentoring. This approach aims to create economic independence for those entitled to receive zakat so they are no longer dependent on consumer assistance. Hafidhuddin explains that productive zakat is a crucial strategy in modern zakat management because it can have a long-term impact on the welfare of those entitled to receive zakat (Hafidhuddin, 2002).

Beik and Arsyianti (2016) stated that productive zakat has multiplier effect which can increase business capacity, income, and the economic stability of mustahik households. However, the success of productive zakat depends heavily on accurate targeting, the amount of assistance, and ongoing support. Without adequate support, productive zakat has the potential to fail to significantly improve the welfare of mustahik.

### Zakat Management and the Role of BAZNAS

Zakat management encompasses the entire zakat management process, from planning and collection to distribution, to utilization and supervision. In the Indonesian context, BAZNAS is the official institution mandated by the state to manage zakat professionally, transparently, and accountably. Good zakat management is expected to increase the trust of zakat payers and maximize the impact of zakat on those who receive it (Hafidhuddin & Tanjung, 2003).

BAZNAS Kendari runs various zakat programs, both consumptive and productive. However, the effectiveness of these programs requires strategic analysis to ensure optimal and sustainable zakat utilization. Therefore, a strategic management approach is relevant for assessing the strengths, weaknesses, opportunities, and threats in regional zakat management.

### SWOT and QSPM Analysis in Zakat Management

A SWOT analysis is a strategic analysis tool used to identify internal factors (strengths and weaknesses)

and external factors (opportunities and threats) that influence an organization's performance. In the context of zakat institutions, a SWOT analysis can be used to formulate a more effective and adaptive zakat management strategy to address environmental changes.

The Quantitative Strategic Planning Matrix (QSPM) is used to prioritize strategies based on the relative weight and attractiveness of each alternative strategy. The use of SWOT analysis combined with the QSPM allows researchers to formulate zakat management strategies more objectively and measurably. This approach is still relatively rare in zakat studies in Indonesia, thus providing added methodological value to this research.

## Conceptual Framework of the Research

This research is based on the assumption that an appropriate zakat management strategy will impact the effectiveness of zakat utilization and improve the welfare of those receiving it. Zakat optimization strategies are analyzed using a SWOT approach to identify the internal and external conditions of BAZNAS. Kendari. Furthermore, the QSPM is used to determine the most effective priority strategies for improving the economic, social, and spiritual well-being of those who mustahik.

## 2. Methodology

### Research Approach

This research uses a qualitative approach with a case study method. This approach was chosen to gain an in-depth understanding of the zakat management strategies implemented by BAZNAS Kendari and their impact on the welfare of those entitled to receive zakat.

### Research Location and Subjects

The research was conducted at BAZNAS Kendari, Southeast Sulawesi. Research informants included BAZNAS leaders and staff, recipients of productive and consumptive zakat, recipients of zakat, and community and religious leaders.

### Data collection technique

Data were collected through in-depth interviews, direct observation, and documentation studies. Interviews were conducted semi-annually. structured to explore information related to zakat management strategies, program effectiveness, and the impact felt by mustahik.

### Data Analysis Techniques

Data analysis was conducted through several stages, namely the preparation of IFAS and EFAS matrices, a SWOT analysis, and determining priority strategies using the QSPM. This approach enabled researchers to formulate zakat optimization strategies systematically and based on field data .

## 3. Result and Discussion

### Overview of Zakat Management at BAZNAS Kendari

National Zakat Agency Kendari is an official zakat management institution that carries out the functions of collecting, distributing, and utilizing zakat in accordance with national regulations. In practice, BAZNAS Kendari manages zakat through several main programs, including education, productive economics, health, da'wah, and social and humanitarian programs. This research focuses on strategies for optimizing zakat utilization, particularly through productive zakat programs and zakat utilization oriented towards improving the welfare of those entitled to receive zakat.

Interviews with BAZNAS administrators indicate that the paradigm of zakat management has shifted from a consumptive to a productive one. However, implementing this strategy still faces various challenges, both internal to the institution and the characteristics of the mustahik (recipients of the zakat).

### Internal Factor Analysis Results (IFAS)

Internal factor analysis was conducted to identify the strengths and weaknesses of BAZNAS Kendari in managing zakat. Based on the results of data processing, several key factors were identified, as follows.

Strengths BAZNAS Kendari boasts strong institutional legality, relatively good public trust, and experience in managing productive zakat programs. Furthermore, regulatory support and an institutional network are crucial assets for optimizing zakat utilization.

Meanwhile, weaknesses Issues identified include limited human resources for business assistance, a data collection system for eligible recipients (mustahiq) that is not yet fully digitally integrated, and limited ongoing monitoring and evaluation of productive zakat programs. Some eligible recipients (mustahiq) also lack adequate business capacity, impacting the effectiveness of zakat assistance.

The results of the IFAS matrix calculation show a total value of 2,85, which indicates that the internal condition of BAZNAS Kendari is in the category strong. This shows that internal strengths are still more dominant than existing weaknesses, although managerial improvements are still needed.

### **External Factor Analysis (EFAS) Results**

External factor analysis aims to identify opportunities and threats that influence zakat management at BAZNAS Kendari. The results of the analysis show that opportunities The main reason comes from the large potential for zakat in Kendari City, increasing public awareness to pay zakat through official institutions, as well as opportunities for collaboration with local governments and micro-business actors.

On the other hand, threats The challenges faced include fluctuations in the economic conditions of the community, the risk of failure of productive zakat recipients, and increasing competition with other philanthropic institutions in collecting zakat, infaq and alms funds.

The results of the EFAS matrix calculation show a total value of 2.95, indicating that BAZNAS Kendari is quite capable of responding to external opportunities and anticipating existing threats. This value indicates that the external environment is relatively supportive of efforts to optimize zakat management.

### **Position of BAZNAS Kendari in the SWOT Matrix**

Based on the results of IFAS and EFAS, the position of BAZNAS Kendari City is at Quadrant I in the SWOT matrix. This position indicates an organization with strong internal strengths and significant external opportunities. With this position, the most appropriate strategy to implement is aggressive strategy (growth strategy).

An aggressive strategy emphasizes leveraging internal strengths to optimally seize external opportunities. In the context of BAZNAS Kendari, this strategy focuses on strengthening productive zakat, expanding programs to empower beneficiaries, and improving the quality of mentoring and monitoring of beneficiary businesses.

### **Formulation of Alternative Strategies (SO, WO, ST, WT)**

Based on the SWOT matrix, several alternative strategies are formulated as follows:

SO strategy , namely strengthening and expanding the productive zakat model based on micro-enterprises, increasing collaboration with local governments and MSMEs, and utilizing public trust to increase zakat collection.

WO strategy , namely improving the zakat data collection and digitalization system to overcome internal weaknesses and increase the capacity of human resources for assistants.

ST strategy , namely utilizing institutional strength to mitigate the risk of failure of mustahik businesses and facing competition between philanthropic institutions.

WT strategy , namely improving evaluation and selection of mustahik and strengthening monitoring to

minimize the impact of weaknesses and threats simultaneously.

## Determining Priority Strategy through QSPM

To determine the most prioritized strategy, an analysis was conducted using the Quantitative Strategic Planning Matrix (QSPM). The results of the QSPM calculations show that the strategy with the highest priority value is... Total Attractiveness Score (TAS) the highest is strengthening productive zakat based on business assistance and continuous monitoring .

This strategy is considered the most effective because it directly addresses the primary challenges facing BAZNAS Kendari: the sustainability of mustahik businesses and improving long-term welfare. Intensive mentoring enables mustahik to increase business capacity, income stability, and economic independence.

## Discussion

### Strategy for Optimizing Zakat Utilization at BAZNAS Kendari

The research results show that the strategy for optimizing zakat utilization implemented by BAZNAS Kendari is oriented towards strengthening productive zakat as the primary instrument for improving the welfare of mustahik (recipients of the right to receive alms). This strategy aligns with the modern zakat management paradigm, which emphasizes an empowerment approach rather than a purely consumptive approach. Productive zakat is realized through the provision of business capital, assistance with production facilities, and business mentoring for mustahik with economic potential.

This finding reinforces Hafidhuddin's (2002) view that productive zakat has great potential in creating economic independence for mustahik if managed in a planned and sustainable manner. In the context of BAZNAS Kendari, the strategy for optimizing zakat is not only focused on increasing the amount of aid, but also on the accuracy of targeting and the relevance of the program to the socio-economic conditions of the mustahik.

### The Effectiveness of Zakat Optimization Strategy on the Welfare of Mustahik

The effectiveness of the zakat optimization strategy is reflected in the gradual improvement in the welfare of recipients, particularly in the economic aspect. Interviews and field data indicate an increase in turnover and profits for recipients of productive zakat, as well as improved household income stability. This demonstrates that productive zakat can have a tangible economic impact, although the level of success among recipients is not entirely equal.

However, this study also found that the strategy's effectiveness was not fully optimized due to limited mentoring and varying business capacities of mustahik (recipients of zakat). This finding aligns with Beik and Arsyanti (2016), who emphasized that productive zakat requires intensive mentoring to generate sustainable welfare impacts. Therefore, the effectiveness of zakat optimization strategies is determined not only by the amount of funds but also by the quality of management and mentoring.

### Impact of Implementing Zakat Optimization Strategy

The impact of implementing zakat optimization strategies at BAZNAS Kendari can be categorized into direct and indirect impacts. Direct impacts are seen in increased income, the ability to meet basic needs, and a reduction in the beneficiary's dependence on consumer assistance. Some beneficiaries are beginning to show a shift in economic status, moving toward moderate prosperity and transitioning to munfiq (prosperous).

Furthermore, there was a significant indirect impact on social and spiritual aspects. Mustahik showed increased self-confidence, social participation, and awareness of zakat and almsgiving, even in small amounts. This finding reinforces the concept of holistic well-being in Islamic economics, which places material and spiritual aspects as one (Chapra, 2000).

However, this study also revealed cases of mustahik failing to achieve prosperity despite receiving

productive zakat. This demonstrates that productive zakat is not an instant solution and requires risk mitigation strategies, especially for mustahik with limited business capacity.

### **SWOT Analysis as a Basis for Formulating Strategies to Improve Welfare**

The SWOT analysis results place BAZNAS Kendari in Quadrant I, indicating an organization with significant internal strengths and external opportunities. This position indicates that BAZNAS Kendari has the capacity to implement aggressive strategies in optimizing the utilization of zakat.

The priority strategy generated through the QSPM, namely strengthening productive zakat through ongoing mentoring and monitoring, is considered the most relevant to addressing the challenges of zakat management. This strategy allows BAZNAS to maximize internal strengths while capitalizing on external opportunities to sustainably improve the welfare of those who mustahik (recipients of zakat).

### **4. Conclusion**

This research shows that the strategy for optimizing zakat utilization implemented by BAZNAS Kendari has been directed at strengthening productive zakat as an instrument for empowering mustahik to improve their welfare sustainably. This approach positions zakat not merely as consumptive assistance, but as social and economic capital that encourages mustahik independence through business development, increased income, and the fulfillment of basic needs.

Effectiveness of BAZNAS strategy Kendari is reflected in the improvement in the welfare of recipients of zakat across the economic, social, and spiritual aspects. Economically, most recipients experienced increased turnover and income stability after receiving productive zakat. Socially and psychologically, recipients demonstrated increased self-confidence and participation in social settings. Meanwhile, spiritually, the productive zakat strategy fostered a growing awareness of zakat and almsgiving, marked by the emergence of recipients transitioning to munfiq (non-Muslim).

However, this study also found that the strategy's effectiveness was not fully optimized due to ongoing obstacles such as limited business mentoring, managerial capacity of recipients, and external factors affecting business sustainability. This suggests that optimizing productive zakat requires strengthening the mentoring and evaluation system more intensively and sustainably.

The SWOT analysis places BAZNAS Kendari's zakat management in an aggressive (growth) strategy, indicating that internal strengths and external opportunities can be optimally utilized to improve the welfare of those receiving zakat. Therefore, strengthening productive zakat, integrating digital zakat systems, and collaborating with local governments and businesses are key strategies in driving the transformation of zakat recipients toward independence and sustainable prosperity.

### **Implications**

Theoretical implications, this research enriches the study of zakat management with a strategic analysis approach based on SWOT and QSPM and emphasizes the importance of mustahik welfare as a multidimensional concept.

Practical implications, the results of this study can be a reference for BAZNAS and other zakat institutions in designing more targeted zakat optimization strategies, especially in strengthening productive zakat and mentoring mustahik businesses.

Policy implications, this study recommends strengthening local government support for productive zakat programs through policy synergy, facilitating business training, and strengthening the zakat monitoring and evaluation system.

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