

Optimizing the Role of Adolescents as Mosque Administrators Through Improving Digital Marketing Skills

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ABSTRACT

Mosques, as a center of worship for Muslims, have a very strategic function for the community. Collaboration between mosques, educational institutions, the government, and community organizations is also needed to create a solid ecosystem in improving the mental health of Generation Z. This activity contains training that aims to motivate and educate young mosque administrators about the basics of entrepreneurship, ways to promote products, types and forms of promotional content, and the selection of time to upload content on social media. This study uses a mixed method with a qualitative and quantitative descriptive approach. The community service, which was carried out by a team of lecturers and students, was attended by 16 participants who are mosque administrators in the city of Bekasi. In this community service activity, the participants came from various age backgrounds, education levels, and experience managing mosques. Based on the research results obtained from questionnaires completed by community service program participants, the program received a very positive response from respondents. According to most respondents, the training was very relevant and helpful, especially in expanding their understanding of the importance of digital marketing. Most participants mentioned that the training was proper and per their needs as youth in the mosque.

Keywords: Optimization, Mosque Youth, Mosque Administrators, Skills, Digital Marketing.

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A. INTRODUCTION

Mosques, as centers of worship for Muslims, hold a highly strategic function within society. Beyond serving as places of worship, mosques act as hubs of civilization that play a vital role in promoting social activities, enhancing intellectual capabilities, stimulating economic development, and providing a space for discussions to address various societal issues (Ridwanullah & Herdiana, 2018). Furthermore, mosques serve as community centers that integrate various economic initiatives, such as skills training, provision of business capital, and development of local products. They also strengthen social solidarity and foster citizen collaboration (Dani & Mukti, 2023). Optimizing the role of mosques requires active participation from the community, particularly parents and youth, along with collaboration between mosque administrators and congregants to ensure that mosque programs run effectively (Stuart O'Neill, 2022; Akib et al., 2023).

In Indonesian Muslim communities, mosque youth are strategically positioned as the nation's future generation (Setyaningrum et al., 2023). Their involvement in mosque management through training and seminars can transform mosques into centers of knowledge (Ridwanullah & Herdiana, 2018). With their energy and enthusiasm, young people can activate various mosque-based programs. According to WHO (2023), adolescence spans ages 10–19, while the Indonesian Ministry of Health defines it as 10–18 years (Kemkes.go.id, 2018), and BKKBN categorizes adolescents as unmarried individuals aged 10–24 (Brief Notes FEB UI, 2020). Mosque youth are expected to be the driving force behind religious outreach and the prosperity of the mosque (Revelation, 2020). Their role is also crucial in character formation and moral education, particularly for youth vulnerable to negative influences (Shirley & Wahdiyati, 2019; Hizbun Al-Faiyadh Bin Solomon & Fadhilah, 2022).

However, youth activities around mosques often reflect a lack of optimal engagement in expressing their identity as active members of the mosque community. Observations from several mosques in Depok and Bekasi indicate that mosque programs remain conventional and have yet to adapt to digital developments (Najib, 2021). Digital transformation has permeated various communication needs, including virtual religious outreach strategies via social media (Shirley & Wahdiyati, 2019). Effective information dissemination can occur through digital notice boards, websites, social media, and mosque-specific apps (Haryono & Sujarwo, 2023). Given that the younger generation is susceptible to social media dependency, leveraging mosque youth and digital technologies can enhance religious awareness, strengthen social bonds, and promote sustainable economic growth in villages like Kismoyoso (Russian et al., 2022; Samanto et al., 2024).

Digital marketing skills have become increasingly essential for strengthening the role of mosque youth in this digital era. While most youth possess basic operational, social, and mobile device skills, they often lack proficiency in information navigation and creative content production (Lee, 2018). In fact, digital literacy and connectivity are foundational to building digital marketing competencies (Ru-Zhue et al., 2025). Core skills such as digital marketing strategy, SEO, content creation, and social media marketing are crucial for attracting audiences and fostering innovation (Papageorgiou et al., 2021). Thus, practical, market-oriented training programs must be developed (Viana & Gomes, 2025). Managing digital skills at the community level, especially among mosque youth, is important for fostering sustainable personal development (Mukherjee, 2023).

Research findings indicate that mosque youth have developed specific digital literacy competencies. However, they still fall short in production and collaboration skills necessary to serve diverse communities regarding education, age, ethnicity, and religion (Virga & Astuti, 2024). Therefore, a large-scale movement to promote digital literacy among mosque youth is essential to empower them as digital literacy champions. Assistance in creating and managing mosque websites will help mosque administrators (DKM) more effectively organize and disseminate information related to management activities, facilities, resources, and religious events (Karim et al., 2019; Mutmainah, 2018; Sutono et al., 2023). Collaboration among mosques, educational institutions, the government, and community organizations is also key to building a robust ecosystem that supports the mental health of Generation Z through digitalization (Akib et al., 2023; Words & São Paulo, 2025). Training in mosque management,

motivation, character development, and multimedia skills present a solution for improving mosque governance and advancement (Akib et al., 2023).

Every mosque must develop diverse programs and activities that appeal to the community. Compelling and engaging marketing strategies are required to ensure broad public interest. Similar challenges are faced by the Al-Jauhar Yasfi Grand Mosque, where preliminary interviews revealed that the mosque lacks appealing programs capable of attracting youth involvement in mosque management. To address this, lecturers from the Islamic Finance and Banking Program at Politeknik Negeri Jakarta have initiated a Community and Environmental Service activity titled "Optimizing the Role of Adolescents as Mosque Administrators Through Improving Digital Marketing Skills." Digital marketing promotes goods or services through digital technologies to increase public interest and engagement with a product or service (Emelia et al., 2024). Through this training, the younger generation is expected to develop their creativity and seize digital opportunities, including marketing strategies such as affiliate marketing and effective use of social media (Prayitno in Rahman, 2022; Suryanatha, 2023).

B. METHOD

Participatory Action Research (PAR) is a research approach that emphasizes the active involvement of community members as primary subjects throughout the entire process from planning and implementation to evaluation. In the Community Service activity conducted at Al-Kahfi Mosque, Bunut, Bekasi, this approach was comprehensively applied by engaging mosque youth as the prominent participants in digital marketing skills training. These youth were not merely recipients of the training but actively contributed through feedback, reflection, and evaluation of the training content and process. The stages of activity based on the PAR method began with problem identification through preliminary surveys and interviews, which revealed the lack of engaging mosque programs for youth. This was followed by action planning, developing digital marketing training materials such as social media strategies, content creation, and SEO optimization. The action implementation stage consisted of hands-on training sessions for the mosque youth, which were then observed and documented to capture the participants' active engagement, level of understanding, and enthusiasm. Reflection and evaluation were conducted through qualitative methods, including discussions and interviews, and quantitative methods, such as Likert-scale questionnaires. The follow-up stage encouraged the practical application of the skills acquired by the participants in digital religious outreach (dakwah), mosque social media management, and support for local micro, small, and medium enterprises (MSMEs). The tools and media utilized in this PkM included a projector for delivering presentations, laptops and smartphones for practicing digital marketing techniques, internet access for engaging directly with online platforms, and online questionnaires for evaluation purposes. This approach equipped the mosque youth with technical competencies, fostered a sense of ownership in mosque programs, and strengthened their role in community development through technology-based initiatives.

C. RESULTS AND DISCUSSION

Entrepreneurship education is closely associated with enhancing business-related competencies (Prasetyo & Sukatin, 2024). The "Entrepreneurship Workshop" indicates a training



or mentoring activity aimed at enhancing entrepreneurial competence, focusing on digital marketing skills, particularly negotiation and affiliate marketing (Zainuddin et al., 2025). Digital marketing plays a significant role in shaping adolescent behavior, preferences, and social engagement. Personalized and peer-to-peer interactions facilitated through digital platforms contribute to adolescents' identity formation and social development, making digital media a strategic avenue for outreach and education (Chassiakos & Stager, 2020). However, the immersive nature of digital content, especially in games and influencer-driven advertisements, can have adverse effects, particularly when promoting unhealthy food products. Studies have shown that adolescents are highly susceptible to marketing that utilizes vibrant visuals, music, special offers, and celebrity endorsements (Ares et al., 2022; Elliott et al., 2025). Such exposure may increase the risk of poor dietary habits and associated health issues. Therefore, stakeholders must implement youth-centered engagement frameworks that align with adolescents' digital behaviors and preferences. Additionally, regulatory approaches are needed to govern harmful marketing content and promote safer digital environments for adolescent health promotion (Raeside, 2025).

1. Respondent Characteristics

Table 1. Characteristics of Participants in the Digital Marketing Training at Al-Kahfi Mosque

No	Age (Years)	Highest Education	Experience as Mosque Administrator	Number	Percentage (%)
1	15–17	Junior High School	< 6 months	1	6.3%
2	18–20	Senior High School/Vocational	1–3 years	3	18.8%
3	21–30	Active University Student/Bachelor's Degree	> 3 years	5	31.3%
4	30–40	Bachelor's Degree	1–3 years	2	12.5%
5	40–50	Master's Degree	> 3 years	3	18.8%
6	Others	Others	< 6 months	2	12.5%
Total				16	100%

Source: Processed by researchers (2025)

The digital marketing training held at Al-Kahfi Mosque was attended by 16 participants who are mosque administrators with diverse backgrounds. Regarding age, most participants were from younger age groups, specifically 21–30 years (31.3%) and 18–20 years (25%), reflecting strong youth involvement. Regarding educational background, the majority held higher education qualifications, with bachelor's degree graduates (37.5%) and active university students (25%) indicating their readiness to engage with technical training content. In terms of experience, 37.5% had served as mosque administrators for more than three years, 31.3% had 1–3 years of experience, and the remaining 31.3% had less than six months. These data highlight the inclusive nature of the training, reaching participants across various demographics in terms of age, education, and experience. The program is relevant and beneficial for newly appointed and experienced mosque administrators. The diversity among participants enhances the validity of the training activity, demonstrating that the materials and methods used effectively engage a broad audience. The variation in age and education levels allows meaningful digital knowledge transfer and fosters intergenerational collaboration in managing mosque social media platforms.

2. Positive Reviews of Training Participants on the Implementation of Activities

The questionnaire results indicated a highly positive response from the participants regarding this community service program. Most respondents stated that the training materials were highly relevant and beneficial, particularly in broadening their understanding of the importance of digital marketing in supporting *dakwah* (Islamic outreach) activities and promoting mosque programs.

Table 2. Trainee Review of the Implementation of Activities

No	Question	1	2	3	4	5
1	Digital marketing training is helpful to help promote mosque activities	0	0	3	4	9
2	I applied the digital marketing knowledge I gained from the training	0	2	3	5	6
3	I often look at mosque social media accounts to look for activity info	0	0	4	5	7
4	Info & training skills according to the needs of mosque youth	0	0	2	4	10
5	I understand how to use social media for post-training promotions	0	2	2	3	9
6	I can easily create social media content after participating in the training	0	2	2	4	8
7	I have no trouble operating social media for mosque activities	0	0	2	4	10
8	I can manage my mosque's social media account easily	0	0	2	4	10
9	I do not find any obstacles to the practice of digital marketing	0	2	3	3	8
10	I am satisfied with this digital marketing training	0	0	1	3	12
11	I would recommend this training to a fellow mosque administrator	0	0	1	2	13
12	This training met my expectations	0	0	2	2	12
13	The training materials are engaging and easy to understand	0	0	3	3	10
14	Overall, I rate this training 5	0	0	2	2	12

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Source: Processed by the researcher (2025)



Figure 1. Training of Improving *Digital Marketing Skills*





Figure 2. Training Participant for Improving *Digital Marketing Skills*

In general, the survey results demonstrate a highly positive response. Most participants agreed that the training was beneficial and aligned with their needs as mosque youth. This is reflected in the responses to the first question, where 9 participants (56%) strongly agreed that the training helped promote mosque activities, and 4 participants (25%) agreed. This indicates that over 80% of participants experienced a direct impact from the training on their understanding of digital media use. In terms of implementation, 11 participants (68%) strongly agreed that they understood how to use social media to promote mosque activities after completing the training. Furthermore, participants' technical skills improved, as seen from responses to questions regarding ease in creating social media content and managing mosque accounts, with the majority responding with "agree" or "strongly agree."

Interestingly, no participants predominantly responded with "strongly disagree" or "disagree," except for questions related to the practical application in the field, such as challenges in implementing digital marketing. Nonetheless, 8 participants strongly agreed they did not face significant challenges, while only 2 (12%) disagreed. This suggests that some participants may require additional support to overcome technical or managerial difficulties. Participant satisfaction with the training was notably high. Regarding overall satisfaction, 12 participants (75%) strongly agreed, and none expressed dissatisfaction. Moreover, 13 participants (81%) strongly agreed to recommend this training to fellow mosque administrators. This indicates that the training provided personal benefits and holds potential for broader dissemination through mosque youth networks. Overall, this community service activity received highly favorable evaluations from participants. Most gave the highest rating (score 5), indicating that the training met their content, delivery methods, and participant engagement expectations.

Adolescents represent an age group with a high degree of attachment to digital media, which plays a vital role in their social interactions, self-expression, and identity development (Okocha et al., 2023). This makes digital media a strategic medium for developing their potential, including in religious activities such as mosque management. Digital technologies significantly impact adolescents' cognitive, emotional, and social development. Digital marketing training for mosque youth should adopt interactive and participatory approaches, such as content creation, personalized learning, and peer collaboration. Additionally, digital literacy must be emphasized to enable youth to think critically, create positive content, and

internalize Islamic values in the digital space (Buenestado-Fernández et al., 2024). This training may also support adolescent mental health if it includes education on digital safety and protection from harmful content (Harris et al., 2024).

To ensure the effectiveness of digital marketing training for mosque youth, the content should be relevant, engaging, and based on participants' needs. The training modules may include digital well-being promotion, safe internet practices, and developing critical thinking skills to counter misinformation. Active youth involvement in program development is essential to ensure the training aligns with their expectations (Raeside, 2025). Marketing strategies should also be adapted to the characteristics of digital natives, such as utilizing popular social media platforms and everyday applications. Support from trusted institutions can enhance youth trust and participation in such programs. Pre-training surveys are recommended to identify mosque youth's preferences and needs (Cardwell et al., 2025). Furthermore, feedback systems and inclusive environments should be established to ensure optimal engagement and training sustainability (Pietilä et al., 2021).

D. CONCLUSION

The digital marketing training provided to mosque youth yielded highly positive results. Based on the questionnaire, most participants found the training materials beneficial and aligned with their needs in managing mosque activities. More than 80% of participants reported that the training enhanced their understanding of using social media to promote religious activities. In addition, technical skills such as content creation and social media account management also showed significant improvement. Although a few challenges were encountered during practical implementation, most participants did not face significant obstacles in applying the knowledge gained. The training was particularly relevant to the characteristics of adolescents, who are closely connected to the digital world. Therefore, an interactive and participatory learning approach, such as involving participants in content creation and group discussions, is essential. The training content should also address digital safety, online health promotion, and critical thinking skills to help participants evaluate and filter information effectively. It is equally important to involve participants in planning to ensure the material meets their specific needs. Promotional strategies for such activities should leverage popular social media platforms to more effectively reach mosque youth. Participant satisfaction with the training was remarkably high, as indicated by the many participants who gave the highest rating and expressed willingness to recommend the program to their peers. Overall, the training successfully met participants' expectations regarding content, delivery methods, and creating a conducive learning environment.

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the mosque. As a result, youth participation increased, and a spirit of collaboration in digital-based religious outreach emerged. We also thank the Al-Kahfi Mosque administrators and the Bunut community for their warm welcome and exceptional cooperation. We hope this initiative will benefit the younger generation involved in mosque activities.

AUTHORS' CONTRIBUTIONS

- Author 1 : Designed the activity concept, coordinated the program's implementation, and established collaboration with mosque administrators and local community leaders.
- Author 2 : Developed digital marketing training materials, conducted practical training sessions, and guided participants in creating promotional strategies for mosque activities.
- Author 3 : Handled the technical aspects of the training, taught the use of digital tools, and assisted participants in effectively managing the mosque's social media accounts.
- Author 4 : Provided mentorship to youth participants, offered psychological motivation, and evaluated their engagement in managing digital-based mosque programs.
- Author 5 : Organized the activity schedule, ensured logistical efficiency, and was the primary liaison between the implementation team and mosque representatives.
- Author 6 : Documented all activities, managed digital content publication, and compiled the final program report in a structured and comprehensive manner.

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