



Community Empowerment Strategies for Optimizing The Three J Program (Jamaah, Jam'iyah and Jariyah) at The Muhammadiyah Regional Leadership of Sragen Regency

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ABSTRACT

The Three J Program (Jamaah, Jam'iyah, and Jariyah) represents a strategic initiative of the Muhammadiyah Regional Leadership of Sragen Regency to strengthen the role of religious organizations as agents of community empowerment. However, the implementation of this program has not yet been fully optimized due to limited congregational participation, weak organizational governance, and the predominance of consumptive approaches in jariyah management. This community service activity aims to formulate and implement integrated and sustainable community empowerment strategies to optimize the Three J Program. The implementation method employed a participatory community empowerment approach through stages of needs identification, strategy formulation, mentoring, and participatory evaluation. The results indicate that strengthening jamaah as a social base increases participation and collective awareness; strengthening jam'iyah through improved organizational governance enhances program effectiveness and accountability; and optimizing productive jariyah contributes to community self-reliance and program sustainability. The integration of jamaah, jam'iyah, and jariyah within a unified strategic framework forms a holistic community empowerment model that is responsive to local needs. The Three J Program demonstrates strong potential as a best-practice model for sustainable community empowerment based on religious organizations.

Keywords: Community empowerment; Three J Program; Muhammadiyah.

1. Introduction

Community empowerment is a development approach that places the community as the main subject in the process of improving quality of life in a sustainable manner. The concept of empowerment emphasizes strengthening the capacity of individuals and groups to identify their potential, manage available resources, and make independent decisions in accordance with their needs and social context (Zubaedi, 2016). In practice, community empowerment cannot be separated from the role of social institutions that function as drivers, facilitators, and enablers of community participation.

Religious-based community organizations hold a strategic position in the process of community empowerment due to their strong social legitimacy, extensive organizational networks, and cultural proximity to the community. Muhammadiyah, as one of the largest Islamic organizations in Indonesia, has long contributed to social development through various programs in da'wah, education, health services, and community economic empowerment. This role is not merely charitable in nature, but also transformative, as it seeks to encourage social change toward an independent and progressive society (Burhani, 2016).

One of Muhammadiyah's distinctive approaches in strengthening its social movement is the congregation-based and organizational (jam'iyah) approach. This approach emphasizes the importance of collectivity, active member participation, and the strengthening of organizational structures as prerequisites for the success of community empowerment programs (Mulkhan, 2014). In this context, jamaah is understood as a social community that possesses shared awareness and collective values, while jam'iyah refers to an organizational system that regulates, manages, and directs Muhammadiyah's activities in a structured and sustainable manner (Suyatno, 2018).

The Regional Leadership of Muhammadiyah (Pimpinan Daerah Muhammadiyah/PDM) of Sragen Regency, as one of Muhammadiyah's organizational structures at the regional level, seeks to integrate this approach through the Three J Program, which consists of Jamaah, Jam'iyah, and Jariyah. This program is designed as a holistic community empowerment strategy that combines individual and group development (jamaah), institutional and organizational strengthening (jam'iyah), and the development of sustainable social charity (jariyah) (Anwar & Rahman, 2019).

The Jamaah aspect of the Three J Program is aimed at strengthening the participation of Muhammadiyah members in religious and social activities. A strong jamaah serves as the primary foundation for organizational sustainability and the effectiveness of empowerment programs. However, various studies indicate that jamaah participation often remains passive and has not been fully involved in program planning and implementation processes (Hidayat, 2020). This condition has implications for a low sense of ownership and limited sustainability of programs at the grassroots level (Kurniawan, 2019).

Meanwhile, the Jam'iyah aspect emphasizes strengthening Muhammadiyah's organizational governance so that it can function effectively as a driver of community empowerment. A strong jam'iyah is characterized by orderly administrative systems, collective leadership, and synergistic coordination among councils and institutions (Prasetyo & Nugroho, 2017). Nevertheless, in practice, various challenges remain, including limited human resources, weak program planning, and suboptimal organizational coordination (Wahyuni & Latif, 2020).

The Jariyah aspect is interpreted as an effort to develop charitable enterprises and social activities that provide long-term benefits for the community. Jariyah includes the productive management of social funds such as donations, alms, and waqf to support community economic independence (Fauzi,

2018). The optimization of jariah is crucial in the context of community empowerment because it can generate sustainable resources to finance social and economic programs (Rahmawati, 2021). However, jariah management at the regional level often faces challenges related to transparency, accountability, and program innovation (Nurhayati, 2019).

Numerous studies demonstrate that the success of community empowerment programs is strongly influenced by integrated strategies that combine individual capacity building, institutional strengthening, and economic resource development (Sumodiningrat, 2015). Fragmented and unsustainable approaches tend to produce limited social impact. Therefore, a comprehensive and contextual empowerment strategy is needed so that the Three J Program can be implemented optimally and generate tangible benefits for the community (Setiawan & Putri, 2020).

Based on these conditions, this community service activity aims to formulate and implement a community empowerment strategy to optimize the Three J Program (Jamaah, Jam'iyah, and Jariah) at the Muhammadiyah Regional Leadership of Sragen Regency. This activity is expected to strengthen Muhammadiyah's role as an agent of social change while improving community welfare in a sustainable manner (Sari, 2019).

2. Method

This community service activity employed a participatory community empowerment approach, which positions the Muhammadiyah congregation and organizational structure as the main subjects at every stage of the activity. The participatory approach was selected because it is considered effective in increasing active community involvement, strengthening a sense of ownership toward the program, and ensuring the sustainability of empowerment outcomes (Chambers, 2014).

The initial stage of the activity focused on needs identification and mapping of existing

conditions related to the implementation of the Three J Program within the Muhammadiyah Regional Leadership (PDM) of Sragen Regency. This stage was conducted through field observations and focus group discussions involving regional leaders, branch and sub-branch leaders, and representatives of the congregation. The purpose of this stage was to obtain a comprehensive understanding of community potential, existing challenges, and opportunities for improving community empowerment programs (Wibowo, 2018).

Based on the results of the needs assessment, the next stage involved the formulation of a community empowerment strategy through a collaborative process between the service team and community partners. The strategy formulation emphasized alignment between program objectives and the real needs of the congregation and organizational capacity of Muhammadiyah at the regional level. The formulated strategy included strengthening the capacity of the congregation through coaching and training activities, strengthening jam'iyah through organizational management assistance, and optimizing jariah through the development of productive and sustainable social charity programs (Arifin, 2017).

The implementation stage was carried out through a series of integrated mentoring and facilitation activities. Congregation mentoring focused on increasing organizational awareness, participation, and collective responsibility in empowerment programs. Meanwhile, jam'iyah assistance was directed toward strengthening systems of program planning, implementation, and evaluation to improve organizational effectiveness. In parallel, jariah optimization was conducted by strengthening social fund management practices and facilitating the development of community-based economic activities aimed at long-term sustainability (Sari, 2019).

The final stage of the activity consisted of participatory evaluation and reflection, conducted jointly with community partners. This evaluation aimed to assess the effectiveness

of the implemented empowerment strategies by reviewing the process, outcomes, and impacts of the activities on the optimization of the Three J Program. The evaluation results were then used as a basis for formulating recommendations for the future development of community empowerment programs within the Muhammadiyah Regional Leadership of Sragen Regency (Setiawan & Putri, 2020).

3. Results and Discussion

Strengthening the Congregation as the Foundation of Community Empowerment

Strengthening the congregation (*jamaah*) constitutes the primary foundation for implementing the Three J Program at the Muhammadiyah Regional Leadership of Sragen Regency. The congregation is not merely understood as a group of individuals formally affiliated with the organization, but rather as a social community characterized by collective awareness, shared values, and commitment to Muhammadiyah's organizational goals. The results of this community service activity indicate that strengthening the congregation is a crucial prerequisite for the success of community empowerment programs, as the congregation functions simultaneously as the main actor and beneficiary of all empowerment initiatives.

Initial mapping revealed that some Muhammadiyah congregations in Sragen Regency still positioned themselves as objects of activities rather than as subjects of empowerment. This condition was reflected in low levels of active participation in program planning and evaluation, as well as a high degree of dependence on structural directives from organizational leaders. Such findings are consistent with previous studies indicating that weak participatory awareness among congregations often becomes a major obstacle in the implementation of community-based empowerment programs (Sulaiman, 2019).

The assistance provided through this community service activity demonstrated that dialogical and participatory approaches

significantly increased congregation involvement. Through discussion forums, thematic religious gatherings, and deliberations based on community needs, congregation members were actively engaged in identifying problems and formulating solutions. This process not only enhanced participation but also fostered a sense of ownership toward the programs being implemented. Research by Pranowo and Huda (2020) supports this finding, emphasizing that congregation involvement in decision-making processes is a key factor in ensuring the sustainability of religious-based community empowerment programs.

Within the context of the Three J Program, congregation strengthening serves as a driving force for the other two components, namely *jam'iyah* and *jariyah*. Congregations with strong collective awareness and social capacity tend to be more responsive to organizational programs and more open to the development of productive *jariyah* initiatives. These findings align with Ma'arif (2018), who argues that socially strong congregations contribute to institutional effectiveness and the success of socio-economic programs within religious organizations.

In addition, strengthening the congregation contributes to the development of social capital within the community. Social capital—formed through trust, social networks, and shared norms—serves as an essential asset in the implementation of empowerment programs. A solid congregation is capable of building broader social networks both within Muhammadiyah and with surrounding communities, thereby reinforcing Muhammadiyah's position as an active social actor in community development (Lestari & Wahyuni, 2021).

Nevertheless, the results also indicate that congregation strengthening is a continuous process that cannot be achieved instantly. Differences in social background, education levels, and organizational experience present challenges in building collective awareness. Consequently, strategies for strengthening the

congregation must be contextual, inclusive, and implemented gradually. Overly normative and top-down approaches tend to be less effective in encouraging active participation, as also emphasized by Rofiq and Santoso (2017).

Strengthening Jam'iyah as an Organizational Governance Strategy

Strengthening jam'iyah represents a strategic dimension of the Three J Program implementation at the Muhammadiyah Regional Leadership of Sragen Regency. Jam'iyah is understood not only as a formal organizational structure but also as an institutional system responsible for managing, coordinating, and directing Muhammadiyah's activities in a sustainable manner. The results of this community service activity demonstrate that the effectiveness of community empowerment is strongly influenced by the quality of jam'iyah governance, particularly in leadership, program planning, and inter-organizational coordination.

Initial observations showed that the functions of jam'iyah at regional and branch levels faced several structural challenges. Some councils and institutions had not operated optimally due to weak planning mechanisms, overlapping responsibilities, and limited cross-sector coordination. These conditions resulted in fragmented implementation of the Three J Program, preventing the full utilization of congregation and jariyah potential. Similar findings were reported by Firmansyah (2018), who highlighted weak governance as a major barrier to effective community empowerment.

Assistance activities focused on strengthening organizational capacity, especially in institutional management. This process included governance workshops, reflective discussions among leaders, and facilitation in developing work programs based on congregational needs. As a result, leaders demonstrated increased awareness of the importance of transparent, accountable, and participatory organizational governance. These findings support Susanto and Kurniawan (2020), who emphasized that managerial

capacity building is a key determinant of organizational performance in community organizations.

Within the Three J framework, jam'iyah functions as a bridge between the congregation and jariyah. A strong jam'iyah can consolidate congregational potential and strategically manage jariyah resources. Following the assistance, coordination among councils and institutions became more structured, and previously fragmented programs were integrated within the Three J framework. This finding corroborates Raharjo (2019), who argued that institutional synergy is essential for optimizing organization-based empowerment programs.

Strengthening jam'iyah also involved enhancing accountability and transparency. Improved accountability fostered greater trust among congregation members, encouraging their participation in organizational programs. This aligns with Hanafie and Ridwan (2021), who found that transparency and accountability significantly influence trust in religious organizations.

Despite these improvements, challenges remained, including resistance to change, differences in leadership styles, and limited human resources. Therefore, strengthening jam'iyah requires a sustained and persuasive approach that goes beyond technical training, emphasizing organizational culture transformation and collective leadership (Hakim, 2017).

Optimizing Jariyah as an Instrument for Socio-Economic Empowerment

The optimization of productive jariyah is a vital aspect of the Three J Program, particularly in achieving community independence and program sustainability. Jariyah is not merely viewed as charitable giving but as a socio-economic instrument with significant potential to enhance community welfare sustainably. The results of this community service activity indicate that productive jariyah management strengthens organizational economic resilience while delivering tangible

benefits to the congregation and surrounding community.

Initial findings revealed that jariah practices within the PDM Sragen Regency remained predominantly consumptive, such as direct assistance and incidental social activities. While socially valuable, these practices were insufficient in fostering long-term economic independence. This observation aligns with Fikri (2019), who noted that consumptive charity management often yields limited and unsustainable impacts.

Through mentoring and training, the paradigm of jariah management shifted toward productive models, including local economic initiatives and improved social fund management. The increased capacity of jariah managers proved essential for program effectiveness, supporting findings by Aziz and Mulyani (2020).

Productive jariah initiatives demonstrated strong interconnections with congregation and jam'iyah strengthening. Socially empowered congregations provided participation support, while jam'iyah ensured structured management. This synergy enhanced program effectiveness and sustainability, as emphasized by Nugroho (2018).

Transparency in jariah management further strengthened congregational trust, encouraging active participation as donors and beneficiaries. These findings are consistent with Wulandari and Prasetyo (2021), who identified accountability as a key driver of public trust.

Nevertheless, challenges persisted, including limited expertise in entrepreneurship and concerns over financial risks. Addressing these challenges requires continuous education and mentoring, as emphasized by Rahman (2017).

Integration of Jamaah, Jam'iyah, and Jariah as a Sustainable Empowerment Model

The integration of jamaah, jam'iyah, and jariah forms the core of the Three J Program. The results demonstrate that sustainable

community empowerment cannot be achieved by strengthening each component in isolation but requires coordinated and long-term synergy among all three elements.

Prior to this activity, Three J initiatives were implemented in a fragmented manner, limiting their impact. Through this community service program, integration was strengthened by positioning the congregation as the central empowerment subject, jam'iyah as the institutional coordinator, and jariah as a sustainability resource. This integrated approach enhanced program effectiveness and social impact, consistent with Handayani and Suryanto (2020).

The integration process also reinforced social and institutional capital, fostering trust, collective responsibility, and organizational legitimacy (Safitri, 2019). Moreover, it promoted organizational learning through participatory evaluation and reflection, strengthening Muhammadiyah's adaptive capacity (Wicaksono & Mardiyah, 2021).

However, achieving full integration requires long-term commitment, inclusive leadership, and a shared vision among all organizational elements. Participatory leadership plays a critical role in sustaining synergy and program continuity (Yuliana, 2017).

4. Conclusion

This community service activity demonstrates that the optimization of the Three J Program (Jamaah, Jam'iyah, and Jariah) at the Muhammadiyah Regional Leadership of Sragen Regency can be effectively achieved through integrated and participatory community empowerment strategies. Strengthening the congregation as a social foundation has proven to increase member participation, collective awareness, and a sense of ownership of organizational programs, thereby transforming the congregation from passive recipients into active subjects of empowerment.

Strengthening jam'iyah through improvements in organizational governance significantly contributes to the effectiveness of the Three J Program. More transparent, accountable, and well-coordinated governance enhances institutional synergy and builds greater trust among congregation members. A well-functioning jam'iyah is able to consolidate congregational potential and manage empowerment programs in a more systematic and sustainable manner.

The optimization of productive jariah serves as a strategic instrument in promoting community self-reliance and ensuring the sustainability of empowerment initiatives. The shift from consumptive to productive jariah management generates broader socio-economic impacts while strengthening financial support for organizational programs. Transparency and congregational participation in jariah management have been shown to increase public trust and engagement.

The integration of jamaah, jam'iyah, and jariah within a unified strategic framework forms a holistic and sustainable model of community empowerment. The synergy among these three components creates a mutually reinforcing empowerment ecosystem, strengthens Muhammadiyah's internal organizational capacity, and contributes meaningfully to community welfare. Therefore, the Three J Program can be considered a best-practice model for community empowerment based on religious organizations that is adaptive and responsive to local needs.

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Finally, the authors hope that the results of this community service activity will provide tangible benefits for the development of Muhammadiyah in Sragen Regency and serve as a valuable reference for the implementation of sustainable community empowerment programs in the future.

involve the generation of core research ideas, data analysis, original findings. All content has been carefully reviewed, revised, and validated by the authors to ensure its accuracy, originality, and academic integrity.

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