



Optimising Human Resources in The Mosque Environment to Reformulate Mosque Governance

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Abstract:

Baiturrahman Mosque, Krajan Hamlet, Ranon Village is one of the places or forums for the community to develop social and religious life. In managing a mosque, optimizing human resources (HR) is very important. These HR include administrators, imams, preachers, caretakers, and volunteers involved in various activities in the mosque. The purpose of this study was to determine the method of optimizing human resources in the management of the Baiturrahman Mosque through planning, implementation, and evaluation of the mosque management system. This study uses an empirical qualitative approach where data is taken from the results of observations and interviews. The results of the study show that mosque activities are more effective with careful planning, clear division of tasks, and community involvement at every stage of management. Regular activities such as congregational prayers, sholawatan, and commemoration of Islamic holidays, which are supported by the use of information technology, show good implementation. Continuous improvement depends on evaluations carried out periodically through deliberations with the congregation and evaluation of program achievements. The Baiturrahman Mosque is expected to continue to develop into a center for religion and community empowerment that is effective, productive, and beneficial to the surrounding community with ideal management.

Keywords: HR optimization, implementation, evaluation, Baiturrahman mosque

Abstrak:

Masjid Baiturrahman Dusun Krajan, Desa Ranon merupakan salah satu tempat atau wadah masyarakat untuk mengembangkan kehidupan sosial dan keagamaan. Dalam pengelolaan masjid, optimalisasi sumber daya manusia (SDM) sangat penting. SDM ini termasuk pengurus, imam, khatib, marbot, dan relawan yang terlibat dalam berbagai kegiatan di masjid. Tujuan dari penelitian ini adalah untuk mengetahui metode dalam mengoptimalkan sumber daya manusia dalam manajemen Masjid Baiturrahman melalui perencanaan, implementasi, dan evaluasi sistem manajemen masjid. Penelitian ini menggunakan pendekatan kualitatif empiris yang mana data diambil dari hasil Observasi dan wawancara. Hasil penelitian menunjukkan bahwa kegiatan masjid lebih efektif dengan perencanaan yang matang, pembagian tugas yang jelas, dan keterlibatan masyarakat disetiap tahapan pengelolaan. Kegiatan biasa seperti shalat berjamaah, sholawatan, dan peringatan hari besar Islam, yang didukung dengan penggunaan teknologi informasi, menunjukkan implementasi yang baik. Perbaikan berkelanjutan bergantung pada evaluasi yang dilakukan secara berkala melalui musyawarah dengan jamaah dan evaluasi capaian program. Masjid Baiturrahman diharapkan dapat terus berkembang menjadi pusat keagamaan dan pemberdayaan masyarakat yang efektif, produktif, dan bermanfaat bagi Masyarakat sekitar dengan manajemen yang ideal.

Kata Kunci: SDM, Implementasi, Evaluasi, Masjid Baiturrahman.

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INTRODUCTION

The mosque is a place that influences the development of Muslims. A mosque is a building that has a role and function as a place of worship to Allah SWT. such as prayer and dhikr. The mosque is also one of the religious institutions that have an important role in community life, especially in rural areas. The mosque functions as a centre for social activities, community empowerment, education and is not only a place of worship. (Hamdi Abdul Karim, 2020) Along with the development of the times, the problem of community needs, mosque governance must undergo changes in order to be more optimal in fulfilling its function. Optimisation of human resources is the main aspect involved in mosque management. In the management of the mosque, the optimisation of human resources includes several elements ranging from the Management, Imam, Khotib, Marbot, to volunteers who contribute to mosque activities (Hidayah, 2021).

Mosque programmes are largely determined by the quality and capability of good human resources ranging from religious, social, or economic empowerment. Strategies that can be carried out in optimising human resources in the mosque environment are such as, the division of tasks for mosque administrators, the existence of mosque activity programs, human resource development. With a more structured system so that the mosque can be more prosperous.

The mosque is a means of worship for the people of Ranon Village, especially Krajan Hamlet. In Ranon Village itself there are 5 mosques, one of which is in Krajan Hamlet, the mosque in Krajan Hamlet is the Baiturrahman Mosque, this mosque was founded in the 1950s with buildings that still use wood and became the only one in Ranon Village at that time. In around 1982 the mosque was remade with a stronger building using bricks. The Baiturrahman Mosque also has a management structure that has been formed for a long time, but the structure is not running due to a dispute between the community and the party who donated the land (Interview, 2025). In 2025 the mosque management structure was re-established to optimise mosque governance. The management structure of the Baiturrahman Mosque consists of the chairman of the takmir, secretary, treasurer, advisor, person in charge, public relations, equipment, and cleaning. The structure was formed by consensus by the people of Ranon Village, Krajan Hamlet, with this management structure, the Baiturrahman Mosque was able to hold various activities such as routine sholawatan, congregational prayers, and commemoration of Islamic holidays.

This article will discuss various approaches in optimising human resources in the mosque environment, including mosque management planning in optimising human resources, implementing mosque management in optimising human resources, and evaluating mosque management in optimising human resources. Thus, it is hoped that the mosque will not only become a place of worship, but also a centre of civilisation that is able to provide broad benefits to the people of Ranon Village.

RESEARCH METHODS

This research uses an empirical qualitative approach. Qualitative research is a research method used to research on natural conditions, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are triangulated (combined), data analysis is inductive, and qualitative research results emphasize meaning rather than generalisation. (Safrudin et al., 2023) The methods used in this research are observation and interviews. Observation can be interpreted as one of the data collection techniques which is more specific than other techniques. (Pramono & Waluyo, 2023) Interviews according to Sugiyono, are used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be studied, but also if the researcher wants to know things from respondents that are more in-depth. (Sompotan et al., 2023)

RESULTS AND DISCUSSION

Mosque management planning

Mosque management planning is a very important initial stage in building synergy between the mosque and the community. Without good planning, mosque management can be undirected and less effective in meeting the needs of the congregation and the surrounding community. In fact, the mosque will become neglected and there are rarely people who worship such as congregational prayers and also in PHBI celebrations (commemoration of Islamic holidays). Therefore, planning must be done by considering various aspects, including the management of human resources, facilities, religious programmes, as well as social and economic activities that can support community progress. With careful planning, the Baiturrahman Mosque in Ranon Village can become a centre for religious activities as well as a forum for social empowerment for local residents.(Aulia & Haikal, 2024).

The Baiturrahman Mosque has an organisational structure that is formed by deliberation and choosing people who have the potential to be responsible for the tasks that will be accepted as mosque administrators. The preparation of a clear organisational structure is one of the main aspects of mosque management planning. Mosque administrators must have clear roles and responsibilities so that management can run systematically.(Sembiring, 2020) In addition, an effective division of tasks will ensure that every activity designed can be carried out properly. For example, there is a team responsible for the mosque's routine programme, a team that manages social activities, and a team that takes care of the mosque's administration and finances. With a clear structure, each board member can work optimally in carrying out their duties. In addition to the organisational structure, planning should also include the preparation of an annual work programme. This programme should be designed based on the needs of the mosque congregation and the surrounding community. For example, if in Ranon Village there are many children who do not get religious education, the mosque can organise Al-Qur'an Education Park (TPQ) activities. Likewise, with social activities such as distributing basic necessities to the poor or mosque-based health programmes.(Syah, 2024) With a structured work programme, the mosque can provide greater benefits to the community.

Community involvement in the planning process is also important so that the programmes made really suit their needs. Deliberations between mosque administrators, religious leaders, and community representatives can be a forum to accommodate aspirations and input. This will foster a sense of belonging among the

community, so that they are increasingly motivated to participate in every activity organised by the mosque (Maulana, 2017).

Finally, planning must be supported by adequate resources, both in terms of labour, funds, and facilities. Therefore, mosques need to find sustainable sources of funding, for example through infaq and waqf, as well as collaborating with other parties such as zakat institutions or local governments. With the support of adequate resources, the plans that have been made can be realised well and have a positive impact on society. (Abshari, 2011).

Implementation of Mosque Management

After planning is well prepared, the next step is the implementation of effective mosque management. This implementation includes the implementation of programmes that have been designed and the management of human resources involved in mosque activities. (Narizqi, 2024) The Baiturrahman Mosque in Ranon Village must ensure that each programme can run according to plan and provide tangible benefits to the community. For this reason, good coordination is needed between the management, congregation, and other communities.

One form of implementation carried out by the Baiturrahman Mosque is by running a routine and quality religious programme. Activities such as congregational prayers, PHBI, and forming a schedule for Friday prayers, this must be done systematically in order to attract people to come to the mosque and make the mosque more prosperous. In addition, the mosque can also organise leadership training for teenagers so that they are more active in religious activities. That way, the mosque is not only a place of worship, but also a centre of learning and character development for the younger generation (Riswandy et al., 2023).

In the implementation of mosque management, the use of technology is also an important aspect. The Baiturrahman Mosque itself has utilised social media to disseminate information related to activities that will be carried out. For example, announcements of activities or Friday prayer schedules can be spread via WhatsApp so that more people know about it. (Fatrah, 2023) That way, the mosque can reach more people and increase the involvement of congregations in various activities.

In order for the implementation to run well, the mosque also needs to ensure that the human resources involved have sufficient competence. Therefore, mosque administrators should attend mosque management training or comparative studies to other mosques that have successfully managed mosque governance professionally. By increasing the capacity of the management, programme implementation can run more effectively and have a wider impact on the community. (Trihandayani, 2020)

Evaluasi Manajemen Masjid

Evaluasi merupakan tahapan yang sangat penting dalam pengelolaan masjid karena berfungsi untuk mengukur efektivitas program-program yang telah dilaksanakan. Masjid Baiturrahman Desa Ranon harus melakukan evaluasi secara berkala untuk mengetahui apakah program-program yang dilaksanakan benar-benar bermanfaat bagi masyarakat. Evaluasi ini dapat dilakukan melalui diskusi dengan jamaah, survei, atau laporan kinerja pengurus masjid. Dengan adanya evaluasi, pengurus masjid dapat mengetahui kelebihan dan kekurangan dalam pengelolaan masjid serta mencari solusi untuk meningkatkan kualitas pelayanan. (Estri, 2023)

Salah satu metode evaluasi yang dapat diterapkan adalah dengan mengumpulkan masukan dari jama'ah dan masyarakat sekitar. Pengurus masjid

dapat melakukan rapat musyawarah dengan para jama'ah dan masyarakat lainnya. Dengan adanya musyawarah tersebut pengurus bisa lebih baik lagi dalam mengelola masjid tersebut.

Selain masukan dari masyarakat, evaluasi juga dapat dilakukan dengan membandingkan capaian program dengan target yang telah ditetapkan dalam perencanaan. Apabila terdapat program yang tidak berjalan sesuai harapan, maka perlu dilakukan analisis mendalam untuk mengetahui penyebabnya. Bisa jadi kendala dari segi sumber daya manusia, pendanaan, atau kurangnya partisipasi masyarakat. Setelah mengetahui penyebabnya, pengurus masjid dapat merumuskan solusi agar program dapat berjalan lebih baik di masa mendatang. (Aisyah et al., 2021)

Evaluasi juga meliputi pengelolaan keuangan masjid. Laporan keuangan harus dibuat secara transparan dan diumumkan kepada jemaah agar ada kepercayaan dari masyarakat. Jika pengelolaan keuangan dilakukan dengan baik, maka masyarakat akan semakin yakin dan terdorong untuk berkontribusi dalam mendukung kegiatan masjid. Oleh karena itu, audit keuangan secara berkala sangat diperlukan untuk memastikan dana masuk dan keluar digunakan secara efisien. (Ayub, 2021)

Hasil evaluasi ini hendaknya dapat dijadikan dasar untuk perbaikan dan inovasi tata kelola masjid. Apabila terdapat program yang kurang efektif, maka perlu dimodifikasi atau diganti dengan program yang lebih relevan. Dengan siklus perencanaan, pelaksanaan, dan evaluasi yang berkesinambungan, Masjid Baiturrahman Desa Ranon dapat terus berkembang menjadi pusat keagamaan dan sosial yang lebih baik, serta semakin meningkatkan sinergi dengan masyarakat sekitar.

CONCLUSION

Mosques can fulfil various social and religious functions effectively, thorough planning, implementation, and evaluation are needed for optimal mosque management. The Baiturrahman Mosque in Krajan Hamlet, Ranon Village, uses a management strategy that is based on a clear organisational structure and a planned work programme. Various parts of human resources, such as administrators, imams, preachers, marbots, and volunteers, are involved in the programme. Optimising the function of the mosque is also supported by the implementation of routine and needs-based programmes, such as the use of technology for information dissemination. Continuous improvement is strongly influenced by evaluations conducted periodically through deliberations with the congregation and analysis of programme achievements. Baiturrahman Mosque has the ability to develop into a more efficient and productive religious and community empowerment centre if managed in the right way.

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