

Mosque Management in Islamic Character Building

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Abstract: The purpose of this study is to analyze the management of the Baiturrohim Prembun Mosque, Kebumen Regency in developing Islamic character. The research method used uses a qualitative approach of the phenomenological type. Data collection techniques use interviews, observations, and documentation. The data analysis technique uses the Miles & Hubberman & Saldana model which consists of three stages: data condensation, data presentation, and data verification. The results of this study show that the management process used uses the stages of planning, organizing, implementing, and evaluating. Mosque management planning consists of the formation of mosque management, the creation of mosque programs, and formulating RAB. Organizing means determining the job description, determining the time schedule for each program. The implementation includes religious programs in mosques that have been carried out are routine recitations, TPQ, recitation on the commemoration of the holiday which is carried out continuously, the budget is taken from infaq funds and donors. Evaluation is carried out every time the activity is completed.

Keywords: management, mosque, Islamic character, kualitatif, phenomenology.

Introduction

Based on Law Number 20 of 2003 concerning the National Education System or National Education System in Chapter II Basics, Functions, and Objectives of National Education. Especially the point of the purpose of education, it is stated that the purpose of education is to form people of faith, piety, and noble character (Republic of Indonesia, 2003). Then according to Permendikbud No. 20 of 2018, these 18 characters are grouped into main values that must be developed through intracurricular, co-curricular, and extracurricular activities. One of them is religious values which are of course related to Islamic character which is very important for education (Ministry of Education and Culture of the Republic of Indonesia, 2018).

Religious values or also known as Islamic character are the most important character. This is because Islamic character as the foundation of a person in carrying out daily activities and as a guideline for everyone, especially Muslims with

Islamic characteristics, will build noble morals, faith, obedience to worship and righteous deeds (Fadlillah, M., 2019). In addition, Islamic character also encourages individuals to establish harmonious relationships with fellow humans and the surrounding environment, through values such as honesty, empathy, and social responsibility. With this foundation, a person not only becomes a person who is obedient in worship, but also contributes positively to society, such as in the fields of education, economy, and environmental conservation. In the end, the development of Islamic character will create a generation that is strong, has integrity, and is ready to face the challenges of the times with steadfastness of faith (Abdullah, Amin., 2010).

The Islamic character of the community can be developed or built in various ways, one of which is by religious activities in mosques. Mosque worshippers can attend and participate in programs such as simaan Al-Qur'an regular study every Friday Kliwon and Friday Sweet, mujahadah and al-

barzanji recitation every Thursday night. Commemoration of Islamic holidays such as the Prophet's Birthday, Isra' Mi'raj, and other social activities, these activities will shape the congregation to be better and closer to the mosque and the teachings of Islam (Syamsul, 2020). The mosque acts as a center for religious and social activities that facilitate worshippers to learn religion, worship, and interact. The mosque is also a symbol of the presence of Islam in the community and an important role in shaping the Islamic character of the congregation through various programs and activities (Hidayat, 2021).

Good mosque management will have an impact on the development of good Islamic character as well. Therefore, mosques need to be managed in systematic stages. According to the POAC management theory, namely Planning, Organizing, Actuating, Controlling (supervision/evaluation) (Terry, G. R., 1997). At the planning stage, the mosque management prepares various plans so that activities can run in a directional manner. Planning activities include the formation of mosque management, namely determining the structure and who will be responsible in each field of making mosque programs, which contains a plan of religious and social activities to be carried out as well as the formulation of a Budget Plan (RAB) to estimate the cost needs and funding sources for these activities (Hasan, A., 2018). Once the plan is prepared, the next step is to organize its implementation. Organizing includes the division of tasks or job descriptions to each administrator so that responsibilities are clear and do not overlap, as well as the determination of the implementation schedule for each mosque program, so that activities can run according to the planned time (Terry, G. R., 1997). In the context of mosque management, the implementation is carried out through religious programs, such as routine recitations, Qur'an Education Park (TPQ), and recitation on the commemoration of Islamic holidays. All of these activities are carried out continuously. The source of funding for the activity comes from the infak fund of worshippers and donors, which shows the participation of the community in supporting mosque activities (Hasan, A., 2018). The last stage in management is evaluation, which is assessing the implementation of activities after they are

completed. This evaluation aims to find out the extent to which the activity is going according to plan, as well as to be the basis for correcting shortcomings in the next activity.

The importance of management in the management of mosques is because it is the foundation for all religious and social activities to run in a directed and effective manner. The implementation of good management in mosques helps to create an orderly, orderly, and full environment of Islamic values (Al-Munawwar, A., 2020). Through careful planning, the management can prepare programs that are oriented towards strengthening morals, increasing religious knowledge, and spiritual development of the congregation. Clear organizing allows each administrator to understand their roles and responsibilities, so that harmonious and mutually respectful cooperation is created. Furthermore, in the implementation stage (actuating), activities such as routine recitation, Qur'an learning, and social activities are direct means to instill the values of faith, care, and ukhuwah Islamiyah in the community. Meanwhile, evaluation (controlling) functions to assess the success of the program as well as to correct shortcomings, so that the development of Islamic character can continue to develop (Hasan, A., 2018). Thus, the application of good management in mosque management can increase the effectiveness of activities and play a role in fostering Islamic character such as discipline, responsibility, honesty, togetherness, and social concern among worshippers (Al-Munawwar, A., 2020).

Previous studies have studied many studies on management in religious institutions. Research conducted by (Aliyah, A., et al., 2023) at SMP NU Shofiyatul Huda Sukaresmi Cianjur shows that student management is based on POAC theory, namely SMP NU Shofiyatul Huda using a process of planning, organizing, implementing, and evaluating. The implementation that has been implemented has been proven to be able to improve the religious character of students through religious activities, habituation, and example with these steps proven to be able to improve the religious character of students. Meanwhile, research by (Fadil, 2022) at MTs Miftahul Falah Bunut Wetan also proves that the application of Islamic education management

with spiritual coaching, religious activities, and routine evaluation is effective in improving the religious character of students. However, research on mosque management to cultivate Islamic character has not been widely studied, therefore it is necessary to conduct further research on mosque management in cultivating Islamic character.

Based on the background explanation above, the purpose of this study is to analyze the management of mosques in cultivating Islamic character in the Baiturrohim Mosque, Prembun, Kebumen and the formulation of the problem with this study is how does mosque management in cultivate Islamic character in the Baiturrohim Mosque, Prembun, Kebumen?

Materials and Methods

This research uses a qualitative method. Qualitative research includes methodologies related to a phenomenon. The research process involves a series of in-depth analyses of experiences, behaviors, and relationships without the use of statistical and mathematical techniques and numerical data processing (Denzin & Lincoln, 2005). The type of approach in this study is phenomenology. Phenomenology studies an event or activity that occurs, from various points of view, also called experiential or perception-based research (Creswell, 2017). The location of this research was carried out at the Baiturrohim Prembun Mosque, Kebumen. Data collection techniques use observation, interviews and documentation. The data validity technique uses the triangulation technique. The triangulation technique is a way to eliminate doubts, increase theoretical, methodological, and interpretive strength. Triangulation is also defined as the activity of checking data through various sources, techniques, and time (Mekarisce, 2020). The data analysis technique uses the Miles & Hubberman & Saldana model which consists of three steps, namely data condensation, data presentation, and data verification.

Results and Discussion

Result

In a religious institution, one of them, namely a mosque, requires planning. This planning includes the formation of a mosque management consisting of takmir, mosque secretary, mosque treasurer, and mosque youth. The formation of the mosque management structure is carried out by means of the agreement of the mosque congregation which is judged from the credibility of the individual.

After forming the mosque management structure, then a design of programs to be held by the mosque is made as an effort to build Islamic character. The Baiturrohim Mosque has held various programs, such as the Qur'an and the study every Friday Kliwon and Sweet Friday, the recitation of al barzanji every Thursday night, Friday blessings, the commemoration of Isra' Mi'raj and the commemoration of the Prophet's Birthday. The purpose of the program is to internalize the value of Islamic character values to the congregation.

With the program that has been planned, a budget is needed to realize the program. Based on the results of an interview with the takmir of the Baiturrohim Mosque stated that:

"So if there is an event at the mosque, the budget for implementation is taken from the infaq box, donors, and usually the mosque management submits a proposal to cover the lack of funds."

Mosques, whose main role are the center of worship for Muslims, can also be used as a place for moral development, education, and social activities. Therefore, the organization of mosque management is very important so that the programs that have been made run in an orderly manner, and the goal of forming Islamic character can be achieved. Organizing in religious institutions, especially mosques, includes the division of job descriptions or tasks from the management structure that has been formed.

The first is takmir, whose task is to be the chairman in the management of the mosque. Then takmir also has the task of maintaining facilities and infrastructure, organizing religious and social activities and maintaining good relations with the congregation and the community. Second, the

secretary of the mosque who aims to assist in making activity reports and recording all aspects of administration. In addition to the secretary, the mosque also entrusts financial managers transparently, by recording the entry and exit of the budget used, making accurate financial reports to be submitted to the mosque management and worshippers. As a supporter in helping activities, the management also coordinates mosque youth to serve as a liaison between generations so that they can become a bridge between the younger generation by inviting teenagers to be more active in mosque activities. In addition, mosque youth are also tasked with developing the Islamic character of youth and supporting mosque activities through positive activities that are held, for example such as special religious studies for teenagers, community service and other social activities.

Overall, these four positions of the mosque are very important. Because it is the foundation for orderly, effective and transparent management. Without a clear structure, mosque activities run the risk of being undirected, overlapping or even causing conflicts between worshippers. In addition, mosques are not only a place of worship, but also a center of social activities, education and da'wah that are beneficial for worshippers.

The mosque is the center of the life of Muslims, not only as a place of worship, but also as a means of moral development and strengthening Islamic character in the community. The mosque in the process of forming the character and religious values of the congregation is realized by organizing religious activities. Religious activities that are carried out regularly affect the habits of worshippers and the community environment so that they are used to filling their free time or taking time to be together in kindness and also minimize the community to avoid uncommendable behavior.

The commemoration of Islamic holidays or commonly abbreviated as PHBI is an important momentum to strengthen the faith, morals, and solidarity of Muslims. In mosques, this event is not only a ritual of worship, but also a means of developing Islamic character through religious and social activities. One example of this PHBI is the Birthday of the Prophet Muhammad SAW. This Birthday of the Prophet Muhammad SAW is a form of respect for the birth of the Prophet Muhammad

PBUH of the 12 Rabiul Awal and can take an example from him in honesty, empathy, and steadfastness of faith.

The Baiturrohim Mosque was held with an event filled by TPQ children also to display prayer readings and prayers. The children lined up on stage and wore Muslim clothes. They looked enthusiastic in the commemoration of the Prophet Muhammad's Birthday.



Figure 1. Commemoration of Islamic Holidays of the Prophet Muhammad PBUH at Baiturrohim Mosque

Mosque activities in addition to the routine every year commemorating the holiday, there are also routines every week. One example is the seaman of the Qur'an. Semaan Al-Qur'an, which is the recitation of the Qur'an together at the Baiturrohim Mosque, which is carried out on a scheduled basis every Friday night to deepen the understanding of the holy verses and form Islamic character. This activity involves worshippers of various ages, led by ustaz or imams, with a focus on values such as patience, perseverance, empathy, and piety. The congregation gathers, prepares the Qur'an mushaf and Ustadz recites verses in tartil. The congregation listens solemnly to build perseverance and love for knowledge, as well as empathy through reflection on the meaning of the verses.



Figure 2. Qur'an Prayer at Baiturrohim Mosque on Friday night

The supervision of mosque activities is an important step to ensure that the religious and social programs organized by the Baiturrohim Mosque truly contribute to the formation of an Islamic character that includes values such as honesty, tolerance, and social concern. This supervision involves the mosque manager, such as the takmir or imam, who must monitor the implementation of activities on a regular basis to avoid deviations from the main goal. For example, supervision can be carried out through a structured schedule of activities and monthly reporting to the mosque management. This helps to maintain the quality of activities so that they remain relevant to Islamic teachings and the needs of the community, so that they can effectively shape the character of the congregation.

An evaluation of mosque activities needs to be carried out to measure the extent to which these programs have succeeded in forming Islamic character among worshippers, especially children, adolescents, and adults. Evaluation methods can include participant satisfaction surveys, observation of worshippers' behavior before and after activities, as well as analysis of indicators such as increased participation in charity or decrease in negative behavior. Periodic evaluations allow for the identification of strengths and weaknesses, so that the program can be adjusted for more optimal results.

One of the main challenges in the supervision and evaluation of the activities of the Baiturrohim Mosque is the limitation of human resources and technology, such as the lack of trained supervisors or digital monitoring tools. Other challenges include variations in the level of worshipper participation and the influence of external factors such as local culture that may conflict with Islamic values. To address this, recommendations include training for mosque administrators on modern surveillance techniques, such as the use of apps for activity tracking, as well as collaboration with educational institutions or communities for joint evaluation.

Discussion

Careful planning is the main foundation in the management of the Baiturrohim Mosque, which is implemented through the preparation of a

structured and directed work program. A series of activities, such as Qur'anic activities to get closer to the holy book, routine study of Friday Kliwon and Good Friday to deepen religious understanding, the recitation of al-barzanji as a form of respect for the Prophet Muhammad PBUH, and the commemoration of Islamic holidays, are clear examples of well-prepared planning. These programs are designed not just as a mere ceremony, but have a specific target to instill Islamic character values to all worshippers.

Rahmawati (2024) in her study proved that systematic religious program planning plays an important role in the effectiveness of forming religious character in the younger generation. Good planning helps ensure that religious activities are directed, measurable, and relevant to the needs of the people.

In addition, planning also includes the management of the mosque's financial resources. Based on interviews with mosque administrators (takmir), the main source of funding comes from the transparently managed infak box, donations from donors who have concern for the development of the mosque, and the submission of proposals to cover the lack of funds that may arise. This mechanism shows the existence of realistic financial planning and adaptive to the existing situation. Yani (2018) underlined the importance of transparency in mosque financial management as a basic principle that must be upheld. Careful budget planning and involving all relevant parties helps ensure that any planned program can run smoothly without financial constraints.

The organizational structure of the Baiturrohim Mosque, which consists of takmir as the leader, the secretary in charge of administration, the treasurer who manages the finances, and the mosque's youth representing the younger generation, reflects the application of the clear principle of work specialization. Each member has their own roles and responsibilities, thus allowing for optimal contributions according to their areas of expertise.

The mosque takmir is responsible for the overall management of the mosque, from program planning to activity evaluation. The secretary is in charge of handling the administrative affairs and documentation of the mosque, ensuring that all

archives and correspondence are properly stored. The treasurer has an important role in managing mosque finances in a transparent and accountable manner. Meanwhile, mosque youth serve as a liaison between mosque administrators and the younger generation, bridging communication and facilitating the active participation of youth in religious activities. This clear organizational structure prevents the overlap of authority and creates an orderly and efficient work mechanism. With a clear division of tasks, each member can focus on their respective areas and work together to achieve a common goal.

Good organization is also reflected in the division of responsibility in the implementation of each program. Mosque youth not only play a passive role, but are also actively involved in the development of the Islamic character of youth through activities such as special religious studies for teenagers, community service work to clean the mosque environment, and other social activities that are beneficial to the surrounding community. The active involvement of mosque youth helps foster a sense of belonging to the mosque and increases their participation in religious activities.

The Mosque Management Guidelines (Ministry of Religion of the Republic of Indonesia, 2014) emphasize the importance of a proportional division of tasks based on the ability of each administrator to create positive synergy in achieving organizational goals. Good organization is the main foundation for the creation of orderly, effective, and sustainable mosque management. With good management, the Baiturrohim Mosque can continue to play a role as a center for religious and social activities that are beneficial to the entire community.

The implementation of mosque management programs for the formation of Islamic character involves integrated strategic steps, from planning to execution. Based on the results of discussions with mosque administrators and community leaders, this program must include routine activities such as recitations, children's education, and social activities that are tailored to the needs of the community. For example, the daily recitation schedule can be expanded with special sessions for teenagers, which involve material on noble morals and social responsibility, so that Islamic character

can be formed through hands-on practice. (Al-Zuhairy, 2018) discusses the modern mosque management model, emphasizing the importance of training for mosque administrators to ensure that the program runs well.

Program supervision is carried out through a periodic monitoring mechanism by a special team consisting of mosque administrators, focusing on indicators such as congregational participation, the impact of Islamic behavior, and the achievement of character-building goals. The results of the discussion showed that the evaluation should involve a survey of pilgrim satisfaction and analysis of attendance data, as well as program adjustments based on feedback. For example, if children's education programs are less effective, supervision can encourage the addition of interactive methods such as educational games. (Hasan, 2020) stated that data-based evaluation can increase the effectiveness of mosques as a center for character education, with the use of questionnaires and direct observation to measure changes in worshippers' behavior.

(Rahman, 2019) supports the approach in Indonesian mosques which shows that the integration of technology in program supervision can increase participation by up to 30%, so that the formation of Islamic character is more inclusive. The programs created can be enriched by collaboration between mosques to share resources, such as inviting guest ustadz or the use of digital technology for online teaching. This is in line with the findings of the discussion that emphasized the need to adapt to social changes, such as increasing the use of social media to reach the younger generation.

Conclusions

This study aims to analyze the management of the Baiturrohim Prembun Mosque, Kebumen Regency in developing Islamic character. The research method used uses a qualitative approach of the phenomenological type. Data collection techniques use interviews, observations, and documentation. The data analysis technique uses the Miles & Hubberman & Saldana model which consists of three stages: data condensation, data presentation, and data verification. The results of this study show that the management process used uses the stages

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Our recommendation is to achieve success in the formation of Islamic character and to improve and develop the religious values of the congregation, namely by forming a supervisory team to evaluate the activities of the mosque, strengthening the harmonious relationship between the management and the congregation, conducting a routine assessment of the mosque program to adjust the needs and comfort of the congregation and using digital applications for communication, worship schedules and routines

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