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Management of the Mosque's Emirate in increasing Community Participation in Religious Activities (Study on the Jami' Baiturrahman Mosque, Olean Village, Situbondo Regency)

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Article Information:	ABSTRACT
	Management is organizing, managing, and managing to achieve goals. The Imamate of the mosque is an effort so that the mosque institution can work as expected, namely as a center of worship, empowerment and unity of the people in order to improve ways, piety, noble character, intelligence of the people and the achievement of a just and prosperous society that is blessed by Allah SWT. The purpose of this research is to find out; How is the implementation of the management of the Jami' Baiturrahman mosque in increasing community participation in religion in Olean Village, Situbondo Regency. The method used in this study is a descriptive qualitative approach. Data collection techniques in this study using observation, interviews and documents. Data analysis techniques in this study used data reduction, data presentation and drawing conclusions. The data validity technique in this study uses triangulation of data sources and techniques. The results of this study indicate that the management of the mosque's Emirate in increasing community participation has been carried out to the maximum, because the mosque's administrators have implemented the theory of mosque's Emirate management starting from managing the management structure, religious activities, establishing active communication and expanding communication networks. **Keywords**: *Mosque, Management, Participation*

INTRODUCTION

The mosque is one of the important elements for the religious activities and civilization of Muslims, a center that can bind the spiritual, emotional and social ties of

Muslim communities in various regions of the world in the frame of tawhid (Teguh dkk., 2023). As a vital element for Muslims around the world, the mosque has a special and great story of adventure (Farid, 2023). For centuries, mosques have played an active role in every line of life and activity of Muslims, accompanying the great achievements they have achieved.

During the time of the Prophet Muhammad, the mosque was the center of various activities of the Muslim community (Zarnuji, 2023), as well as the center of various political, social, educational and even cultural activities. In the mosque, the context of worship is widely applied such as prayer, recitation, da'wah, ukhuwah and friendship, these conditions are able to make the mosque function as a center for community development.

On the other hand, various activities concerning the problems of many people in the fields of science, religion, society and culture were also discussed and resolved in the mosque institution (Nida dkk., 2023). Even further, during the time of the Prophet Muhammad, the mosque was able to become a center for the development of Islamic culture, a place for halaqah or deliberation, studying, and deepening religious knowledge in particular and general knowledge at large.

The number of mosques in Indonesia is countless and can be said to be the largest in the world. In accordance with the data downloaded from the SIMAS application of the Ministry of Religion of the Republic of Indonesia to date, the data on mosques and mushalla that have been inputted through the SIMAS application are 511,899, this number consists of 242,823 mosques and 269,076 mushalla (SIMAS KEMENAG RI, 2021). However, when examined, the condition of the mosque has not been optimally functioned and empowered. It would be wonderful if countless mosques could increase community participation (G. Wang dkk., 2020). The mosque should be optimized to become a public space and the center of people's civilization.

The progress of the mosque depends on the state of the Muslims. If many Muslims want to prosper the mosque, then the mosque can be said to be progressing, and if the mosque is deserted by Muslims then the mosque is experiencing a setback. So it can be concluded that the progress of Muslims depends on whether or not they want to prosper the mosque (Rapanta dkk., 2020). This is clarified in the Qur'anic verse as follows:

إِنَّمَا يَعْمُرُ مَسَٰجِدَ ٱللَّهِ مَنْ ءَامَنَ بِٱللَّهِ وَٱلْيَوْمِ ٱلْءَاخِرِ وَأَقَامَ ٱلصَّلَوٰةَ وَءَاتَى ٱلزَّكَوٰةَ وَلَمْ يَخْشَ إِلَّا ٱللَّهَ فَعَسَىٰٓ أُوْلَٰٓئِكَ أَن يَكُونُواْ مِنَ ٱلْمُهْتَدِينَ ١٨

Meaning: "Only those who prosper the mosques of Allah and the Last Day, and keep up the prayers, pay the alms and fear none but Allah, then they are the ones who are expected to be among those who are guided". (QS. At-Taubah:18) (Ministry of Religious Affairs, 1993).

Based on the verse above, it emphasizes that mosque construction is a manifestation of faith and only believers are able to prosper the mosque (Evans dkk., 2021). So, mosques that are not prosperous and quiet reflect the faith of Muslims in the

neighborhood (Supardi & Amiruddin, 2001). For this reason, how to educate people to be righteous and pious, and through what infrastructure is used (Cornely dkk., 2019). Conversely, a mosque that does not have worshipers indicates that the mosque is not functioning properly, the awareness of the community around the mosque is still relatively low and the management of the management system is not optimal (Yusuf dkk., 2020). In general, each mosque has differences between one another, this is natural because the human resources managing each mosque have different educational backgrounds and experiences (Huhn dkk., 2019). The mosque has a very large function and role for Muslims and has a very broad meaning in various aspects of their lives, besides that the mosque is also a barometer of all Muslim activities. Based on the results of research conducted by Efiyanti, Ali & Amin, (2021), it shows that the existence of mosques proves and confirms that religious institutions can contribute to socio-economic development (Cook dkk., 2020). Given its strategic position, there is a need for institutional strengthening so that the mosque restores its broader role in fields other than religious affairs.

Mosque management in this millennial era requires management knowledge and skills. All mosque administrators (takmir) must be equipped with management skills so that mosque takmir are not surprised in following the times, especially technology, which is increasingly unstoppable (Batchelor dkk., 2019). In effective and efficient mosque management, it cannot be separated from the existence of a systematic plan, determination of activities, implementation to achieve a certain goal (Balakrishnan dkk., 2019). Therefore, the mosque takmir must be given knowledge in the form of good management, so that in the future all mosques can be managed properly and do not deviate from their main purpose as a place of worship for Muslims (Hernando-Amado dkk., 2019). Steady mosque management management by putting forward a mature plan and followed by strong organization and proper implementation in the realization of the prosperity of the mosque.

Management comes from English to manage which means to organize, manage, or manage. One of the figures Ramayulis states that the same understanding as the essence of management is al-tabdir (arrangement) this word is a derivation of the word dabbara (organize) (Ludvigsson dkk., 2019). Almost the same definition is also expressed by Munir & Ilaihi (2009) Management comes from the English language, namely management, meaning governance, the word defines a leader and management (Theobald dkk., 2020). This means that management is a process where individuals or groups work together to achieve a goal or management is a process applied by individuals or groups in coordinating efforts to achieve a goal (Deslauriers dkk., 2019). Meanwhile, according to Syafaruddin (2005) management is the process of working together between individuals and groups and other resources in achieving goals, organization is a management activity (Ludvigsson dkk., 2019). In other words, managerial activities are only found in the container of an organization, both business organizations, schools and others . Through management, it is hoped that in the future

the mosque will be able to carry out maximum management as well as be able to educate Muslims through its various activities.

Management in the mosque must also play an important role in this case so that its implementation can run in an organized and orderly manner in order to achieve a desire to improve the quality or quality of a more advanced society and all of its implementation is in the mosque and applies the management functions themselves such as planning, organizing, actuating, and controlling (NCD Risk Factor Collaboration (NCD-RisC), 2019). This is in line with research conducted by Fahmi & Qulub (2017) which shows that the management of mosque assets has been running in accordance with the asset management function which includes planning, organizing, implementing, and controlling which then results in the financial independence of the mosque.

In the present era, mosque buildings have developed in accordance with the development of science and technology (Khalil dkk., 2020). The development of the physical aspect should also be followed by the development of the quality of the congregation (Amirudin dkk., 2022). The challenge in this modern and digital millennial era is how mosque administrators can increase community participation. A mosque located in Olean Village, Sirubondo Regency, namely the Jami 'Baiturrahman Mosque has its own way of managing its management system to increase community participation. Of course, this is inseparable from the management of ta'mir and the intervention of the community as donors in their contributions so as to bring up and realize creative ideas and have broad ideas for developing the mosque so that it can attract people to mingle in it. Based on the results of research conducted by Akhyaruddin, Khairuddin & Alhidayatillah, (2019), it shows that the role of the management in prospering the Nurul Huda Mosque, Sungai Tonang Village, North Kampar District applies mosque management in three fields to prosper the mosque, First, the Field of Mosque Idaroh, Second, the Field of Mosque Imaroh, Third, the Field of Mosque Ri'ayah.

Jami 'Baiturrahman Mosque when viewed from the outside is very simple like a rural mosque in general, but if we go inside it is extraordinary in addition to the physical beauty of the mosque such as complete facilities ranging from the concept of mosque, carpet, air conditioning and other facilities, besides that there are many religious activities that support community participation and religious social empowerment activities such as compensation for the poor, poor, and orphans. Almost all activities always run smoothly and routinely and congregational prayer activities are always full every time (Kraft, 2020). This mosque is famous as the "Most Compact Mosque in Situbondo City". The mosque activities carried out every day, namely the dawn lecture filled by experts and the mosque youth (REMAS), are still running smoothly until now . No less interesting, the Jami 'Baiturrahman Mosque is located in a rural area, even so this mosque often has imams from out of town and even occasionally the mosque takmir invites imams from abroad.

RESEARCH METHODOLOGY

This research uses a qualitative approach (field research). It is called qualitative because it is research that intends to understand the phenomenon of what the research subject experiences (Jia dkk., 2020). This type of research is descriptive qualitative research, which is a research based on various kinds of theories and information data from the literature (J. Wang dkk., 2020). Researchers use a qualitative approach because the problems to be discussed are not related to numbers, but describe and describe the object of research (Houghton dkk., 2020). The data collection techniques used in this research are observation, interviews and documentation. Data analysis used in this study uses interactive analysis with several stages, namely, data collection, data presentation and conclusion drawing.

RESULT AND DISCUSSION

The mosque management, to find out the shortcomings and advantages in the planning that has been carried out, must supervise every activity (Dedeilia dkk., 2020). Supervision of activities is carried out by the mosque management regularly and continuously, besides that, it must always maintain communication between one member and another.

Planning

Planning is a process of determining what is to be achieved in the future and determining the steps needed to achieve it. Thus, the planning process is carried out by examining various directions of achievement and assessing the various uncertainties that exist, measuring our ability (capacity) to achieve it and then choosing the best directions and steps to achieve it. Plans can be informal plans or formal plans (Taufiqurokhman, 2008).

Planning is carried out in order to conceptualize everything related to activities that will be carried out in the development of religious activities by the management of the Jami Baiturrahman mosque. After the researchers conducted research at the Jami Baiturrahman Mosque on planning, it can be concluded that the mosque planning has been carried out very well and directed. The management really tries what is planned according to current conditions so that it makes the community participate and then creates the prosperity of the mosque and the prosperity of the community and the management has no difficulty in supervising the planning that has been determined.

This is in accordance with the theory which explains that planning has a very important meaning including; mosque activities are more organized and organized, activities can be adjusted to the situation and conditions faced, personnel can be prepared as implementers in prospering the mosque and can facilitate supervision for the management in activities in accordance with predetermined planning.

Organizing

Organizing is a process of determining, grouping, and arranging the various activities needed to achieve goals, placing people in each of these activities, providing the necessary tools, determining the authority that is relatively delegated to each individual who will carry out these activities (Hasibuan, 2007).

The organization or management structure of the Jami Baiturrahman mosque has various fields including the idarah field, the imarah field, and the ri'ayah field, which are all fields to facilitate activities. The Jami Baiturrahman Mosque realizes that planning requires qualified human resources in order to prosper the mosque, so the mosque organizes according to their respective abilities and has a sense of responsibility.

In addition, organizationally, almost every mosque activity always involves all levels of the surrounding community (Rodríguez-Pérez dkk., 2020), this is so that the surrounding community has a high sense of concern for the mosque, thus creating a safe, comfortable and peaceful mosque, because the surrounding community always fully supports all religious activities carried out by the mosque. If this kind of thing is applied in other mosques, there will be no stories of unsafe mosques (losing charity boxes), this kind of thing happens because there is no sense of belonging to the mosque.

This is in accordance with the theory that organizing the steps that must be taken; divide and group the administrators, formulate and determine the duties and responsibilities of each administrator, give authority and responsibility according to the competence of each administrator, create good cooperation among administrators.

Implementation

According to Wiestra, et al, implementation is an effort made to carry out all plans and policies that have been formulated and determined by completing all the needs of the necessary tools, who will carry out, where the place of implementation is and when it starts (in Muliani, Sumarnie, Radiafilsan, 2022).

In the implementation process, humans are the main drivers who are the most important element in an organization (Mayerhoefer dkk., 2020). Basically motivating people (organizations) is not an easy job. Managing humans is usually very difficult, because humans have different knowledge, experiences and tastes (Coman dkk., 2020). To be able to move it a manager is required to be able and have the art of moving others. It is also necessary for a leader or manager to have managerial skills with an appropriate and applicable leadership style.

On December 22, 2019 the Jami Baiturrahman mosque carried out one of the mass circumcision activities, in this case the author was directly involved in the event. The number of children registered for mass circumcision in this activity was 115 children from several villages including Olean Village, Tenggir Village, Curah Jeru Village, Tribungan Village and Mangaran Village (Clark dkk., 2020). All mass circumcision participants were also given a package of gifts (sarong, songkok, school clothes, sandals and pocket money).

The mosque management held a mass circumcision activity at the mosque so that children love the mosque. This is in accordance with the theory that mosque administrators must have high awareness, then the discipline of the management in

carrying out the mandate of management will run well. The implementation of congregational prayers is not only crowded during the day and night, at dawn prayer time the number of worshipers reaches 100 to 150 worshipers. Along with a significant increase in the number of mosque worshipers, it is necessary to expand the mosque. So that at this time the Jami Baiturrahman mosque takmir will be expanded by buying land next to the mosque worth 800 million.

The source of infaq of the Jami 'Baiturrahman Mosque comes from charity boxes which per month results in 8-10 million, Sarwah akbar which per month results in 1-2 million, and charity jariyah which is done at any time can reach 2-5 million. Donor sources reach 1 million. From this income is used to pay for electricity which per month reaches 1 million, daily activities to pay Ustadz or Kyai who fill lectures or religious activities and terawih priests per day Rp. 200,000 each Ustadz or Kyai. Qur'an nuzulul activities reach Rp. 1,500,000, Ramadan activities reach Rp. 20,000,000, security guards of the Jami 'Baiturrahman Mosque per month Rp. 1,000,000. The treasurer of the Jami' Baiturrahman Mosque manages the mosque's money by making a report every time there is an expenditure and income and then affixed to the Jami' Baiturrahman Mosque mading. The goal is that the community also knows the expenses and income of the Jami' Baiturrahman Mosque.

While the facilities that have been equipped by the takmir of the Jami' Baiturrahman Mosque so that the community feels comfortable in the mosque are facilities such as 12 air conditioners, carpets, seats for elderly people, ablution places, bathrooms and wc that are not smelly and mossy, Al-Qur'an, mading, mukenah, prayer mats, parking lots. The mosque management also brings food for every day, but those who bring food are not only administrators but also from the community who want to give alms to worshipers who perform congregational prayers every maghrib prayer, isyak, and religious activities. Physically the Jami' Baiturrahman Mosque is designed attractively and elegantly, 1 tower and 2 floors.

Surveillance

Supervision is the most essential management function, no matter how good the work activities are without the supervision of the work cannot be said to be successful (Effendi, 2014). Meanwhile, according to Fahmi (2014) supervision can generally be defined as a way for an organization to realize effective and efficient performance, and further support the realization of the vision and mission of an organization.

Supervision is an action or process of activities to determine the results of implementation, both from deficiencies and advantages. What is an advantage is developed and what is lacking is tried to make improvements and prevent it from happening again. Supervision is carried out directly and routinely. This supervision is important to find out the shortcomings and challenges to achieve the goal of mosque prosperity and community prosperity. Supervision of the qurban tube program is often carried out directly by the head of the mosque to see from day to day how many people participate in the new activities carried out by the mosque management.

As for the construction of the mosque, all administrators are always present at every meeting to discuss planning and implementation of development. Supervision of development and all activities at the Jami Baiturrahman mosque, apart from takmir, is also carried out by the community around the mosque. This kind of thing is naturally done as a form of concern for the surrounding community for the existence of the mosque and a sense of belonging to the mosque, besides that the mosque is a means of da'wah and worship for the Muslim community.

While indirect supervision is carried out during the weekly evaluation after carrying out Friday prayers and general meetings held at the beginning of each month in order to discuss religious activities in a better direction with new plans and new thoughts. This is in accordance with the theory that supervision can be carried out by observing the course of implementing mosque activities, assessing success and failure with standards as set in planning.

CONCLUSION

This research was conducted with the aim of knowing the implementation of imarah management of the Jami Baiturrahman Mosque in increasing community participation in religious activities in Olean Village, Situbondo Regency. Based on the results of the research, the implementation of imarah management of the Jami Baiturrahman Mosque has been carried out well. One of the efforts made by the mosque management in increasing community participation in religious activities is by holding weekly and monthly meetings and in supporting activities, all levels of society are given the opportunity to convey their aspirations. It is hoped that the ideas collected from all levels of society are some creative and innovative ideas. The organization or management structure of the Jami Baiturrahman mosque has various fields including the idarah field, the imarah field, and the ri'ayah field, which are all fields to facilitate activities. The implementation of mosque activities goes well and according to the objectives set by the mosque management. One of the main factors for the success of all mosque activities includes good communication between mosque administrators and worshipers. In addition, the Jami Baiturrahman Mosque receives funds from infaq and regular mosque donors. Supervision of the activities of the Jami Baiturrahman Mosque involves all elements starting from the management, worshipers and the surrounding community whose aim is to succeed in all activities carried out by the Jami Baiturrahman mosque.

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