



Research Paper

## Management in the Quality of Human Resources At Amirul Mukminin Mosque, Makassar City

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### ABSTRACT

The management of the mosque is part of a professional management system so that the worshipers carry out their prayers in an orderly and solemn manner. This type of research is qualitative with a mosque management approach. The data sources were obtained from the advisory board of the mosque management, the imam of the mosque caretaker, and the administrator of the AmirulMukminin mosque. Furthermore, the method of data collection is carried out by observation, interviews, and documentation. The research instrument is the researcher himself because he has the ability to trace accurate data. And the technique of data analysis is done by means of data reduction, data presentation and drawing conclusions

The results of this study indicate that the management of the management of the AmirulMukminin mosque in improving the quality of human resources in the congregation of the mosque through four functions, namely: planning mosque management, organizing mosque management, mobilizing mosque management, supervising mosque management. The challenges of mosque administrators in improving the quality of human resources for worshipers at the AmirulMukminin mosque in Makassar City are in terms of mosque cleanliness, mosque security, presenting good imams and muezzins, using a good sound system, providing a comfortable atmosphere.

The implication of this research is for the Advisory Board of the AmirulMukminin mosque in Makassar City to form mosque administrators, especially the finance department, and it is expected that mosque administrators to improve the quality of mosque congregations need to maximize management functions, namely: planning, organizing, actuating and supervising.

**KEYWORDS:** Management, Mosque Management, Congregation, Order, Quality of Worship

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### I. INTRODUCTION

Management initially grew and developed among business, industry and the military, but in subsequent developments it turned out to be very useful and needed in every sector of human life (Ike KusdyahRachmawati, 2004). In the modern world, the development of various scientific disciplines and technology is very rapid, so that there is not a single organization that does not use management. Management is a translation of the word management which means management, management, or governance. Management as a work or management of resources and funds on an ongoing and sustainable basis to achieve a goal or product as planned. In carrying out the management of the mosque, management is needed to achieve the desired goals so that the mosque can develop and advance in terms of service according to the wishes of the congregation. According to syara terms, a mosque is a building which is a place of worship for Muslims which is usually used to carry out congregational prayers. The mosque is a place that was built to carry out worship, especially congregational prayers, and pray five times a day and carry out social activities or activities such as hospitality, halal bi halal. The mosque is a center for worship and muamalah activities for Muslims. Worship activities have a broad view not only as a place for prayer and recitation, but also for all activities that can benefit the world and the hereafter such as lectures, discussions about Islam, studies, and religious training.

The important role of the mosque among the community as one of the most important elements of the religious life and civilization of Muslims is a center that is able to bind the spiritual, emotional and social ties of Muslim communities in various regions of the world within the framework of monotheism. As such a vital

element, of course the mosque has a unique and phenomenal aspect of the history of travel. For centuries, mosques have played an active role in every line of life and activity of Muslims, following the glorious records they have achieved. (A. QusyairiIsma'il, 2007). Thus, of course, it is necessary to form a forum for people who are able to carry out the functions of the mosque or in other words the management of the mosque. The management of the mosque in question includes management of the mosque, construction and maintenance of the mosque. Mosque management aims to improve the quality of human resources, especially in managing Islamic da'wah activities. This then encourages mosque managers to prepare good and quality management, in order to be able to attract people to continue to pray. (Zakky Mubarak, 2010). Efforts to improve the quality of human resources must be structured in a regular and directed program of activities. This program is related to coaching congregations in mosques, management in mosques must also play an important role so that the implementation is organized and can run regularly for the sake of achieving a desire to improve the quality of human resources that are more advanced and all implementation is in mosques and their daily management, both in capacity as a member of the congregation of the mosque as well as takmir of mosques and mosque institutions.

Human resources are the center of an activity both individually and organizationally. Human resources are also contained in two aspects, namely, quantity and quality. Quantity, which concerns the number of human resources, meanwhile, quality, which concerns the quality of human resources related to physical and non-physical abilities. In improving the quality of human resources more emphasis is placed on the development of the mental and spiritual aspects, besides that the institutional aspect also has an important role in improving the quality of human resources. Therefore, an institution or organization must also have clear direction and goals. (Hamriani, 2014)

The AmirulMukminin Mosque or often called the Floating Mosque is one of the mosques located on Losari Beach, Makassar City. The AmirulMukminin Mosque was the first mosque inaugurated by the chairman of the Indonesian Mosque Council and vice president at the time, Jusuf Kalla in 2012. Regarding the capacity of the AmirulMukminin mosque, which is not too large, it is estimated that the mosque body can accommodate around 400-500 worshippers. In terms of management, the AmirulMukminin mosque has limited human resources and management requires better improvement. Thus what is being traced is the implementation of mosque management in improving the quality of human resources in the congregation and the challenges at the AmirulMukminin Mosque in Makassar City

## **II. THEORETICAL FRAMEWORK**

### **Management**

Etymologically, the word management comes from various languages, the first of which is from ancient French, namely management, which means the art of implementing and managing. Then, in Italian, it is *menggiare* which means to control. Whereas in English it comes from the word to manage which means to manage or regulate. Roni AnggerAditama, Introduction to Management, (Malang, 2020). Management is defined as the effective use of resources to achieve goals. Management comes from the word to manage which means to regulate. Arrangements are made through processes and arranged based on the sequence of management functions and also management is a process to realize the desired goals, (AzharArsyad, 2003). Management is rooted in the verb to manage which means managing, organizing, implementing, or managing, the same understanding as the essence of management is *al-Tadbir* (arrangement). Management is a process of utilizing raw materials and human resources to achieve the goals set. This process involves the organization, direction of coordination and evaluation of people in order to achieve these goals. The essence of management is the activity of working with other people to achieve various results. Through management, the process of integrating various resources and tasks is carried out to achieve various predetermined organizational goals. (Abbas Padil, 2014).

Roni AnggerAditama explained that the etymological definition of management can be concluded as an activity of organizing or managing. According to William Spriegel Management as a company activity that should be applicable to non-company activities in the form of providing, directing and controlling various activities in order to achieve company goals. Thus management is a process to achieve certain goals with the actions, planning, organizing, actuating and controlling in order to obtain predetermined results. Amirullah explained that a company is built with a goal to be achieved by all members of the organization, both in the short and long term. There are several things to note, namely: a). *Mosque management planning*: Communication planning is a systematic and continuous effort in organizing human activities towards the efficient use of communication resources in order to realize communication policies. The success of the program is very dependent on planning, many programs only spend the budget, so that it becomes a land of corruption, planning is a management aspect, planning consists of two parts of physical and non-physical planning in the management activities of the AmirulMukminin mosque, non-physical planning is carried out, namely improving the quality of the mosque congregation . The mosque management planning includes; places

for worship, places for meetings, places for deliberations, places of refuge, places for social activities, places for treating the sick, places for training and organizing war tactics, places for information and science madrasas, and places for preaching. (Anwar, 2017). *b). Organizing mosque management*; Organizing is the second function in management and organizing is defined as the process of compiling an organizational structure in accordance with its objectives, resources and environment. Mosque management organizing is a coordinating process between the two main sources of management namely, financial resources and human resources. These two sources are the main determining factors in the success or failure of any organization that is formed. Good management of these two important elements, both within the mosque management organization and other organizations, can ensure the success of management performance. Human resources who are members of the mosque management board are an important element in the success of ta'mir mosque or not, *c). Movement of mosque management*; Mobilization is a process to foster enthusiasm in employees so they can work hard and be active and guide them in carrying out plans to achieve goals effectively and efficiently. Mobilization is an action to ensure that all group members strive to achieve goals in accordance with managerial planning and organizational efforts. Accepting the opinion that humans are the most important element of all elements of administration and management means also recognizing that the movement function is a very important managerial function because it is directly related to humans, all kinds of interests and needs. *d). Mosque Management Control*; Positive supervision seeks to find out whether organizational goals are achieved effectively and efficiently or not. Negative control seeks to ensure unwanted activity does not occur. The process of observing all organizational activities to further ensure that all work is being carried out according to a predetermined plan. Control is one of the management functions to control or evaluate organizational performance. In this case to ensure that what has been planned, compiled, and executed can run according to the rules of the game or procedures that have been made. In addition, this management function will be able to monitor the possibility of finding deviations in practice implementation, so that they can be detected earlier so that prevention and improvement can be taken. Evaluation is an increase in organizational managerial understanding in a formal program that encourages managers or leaders to observe the behavior of its members, through deeper observations that can be generated through mutual understanding between the two parties. Specifically, the purpose of evaluation is to identify potential resources in a managerial job specification, to determine training and development needs for individuals and groups within an institution or organization, to identify members to be promoted in certain positions. (M. Munir and Wahyullaihi, 2006)

### **Elements of Management**

Roni Angger explained that there are elements in management, namely those known as 6M are: Man; refers to the human resources owned by the organization. In management, the human factor is the most decisive. Humans make goals and humans also carry out the process to achieve goals. Without humans there is no work process, because basically humans are work creatures. Therefore, management arises because of people who work together to achieve goals. Money; Companies in carrying out all their daily activities cannot be separated from costs which are measured in units of money. With the availability of adequate money or funds, company management will be more flexible in carrying out a number of efficiently to achieve the ultimate goal of obtaining maximum profit. Purchasing materials or raw materials will be much cheaper if done with cash payments as well as the amount or quantity, the more quantity ordered, the more discounted prices will automatically be obtained from the vendor. materials; The material consists of semi-finished materials and finished materials. In the world of business to achieve better results, in addition to humans who are experts in their fields, they must also be able to use materials or raw materials as a means, because materials and humans cannot be separated, without materials the desired results will not be achieved. Availability of raw materials or materials is very vital in the production process. Machines; The use of machines will bring convenience or generate greater profits, as well as create work efficiency. Productivity will be higher with the presence of advanced technology as a substitute for limited human resources and relatively high costs. To manage raw materials into finished goods requires a set of work machines and equipment. Methods; In carrying out work, work methods or work systems are needed. A good work procedure will expedite the course of work. A work method or system will be needed in carrying out all operational activities of the company. A method can be stated as determining how to carry out the work of a task by giving various considerations to objectives, available facilities and use of time, as well as money and business activities. It should be remembered that even if the method is good, while the people who carry it out do not understand or have no experience, the results will not be satisfactory. Markets; In the business world, the market holds an important and strategic position. The market is the spearhead of business activity, because that's where businesses can benefit. Market or market is a place where organizations distribute their products. (Roni AnggerAditama, 2021)

## **Mosque**

The mosque comes from Arabic, *sajada* which means a place of prostration or a place to worship Allah SWT. Mosques are often referred to as *baitullah* (House of Allah), namely houses built as a means of serving Allah Swt, (Siswanto, 2005). According to M. Songge stated that the mosque is etymologically meaningful as a place where faithful servants prostrate to perform *mahdah* worship in the form of obligatory prayers and share other *sunnah* prayers to Allah Swt. Where the servants carry out all activities both vertical and horizontal within the framework of worshiping Allah Swt. (M. Hr. Songge, 2001). The function of the mosque is the place where the name of Allah Swt is most often echoed through the call to prayer, *qamat*, *tasbih*, *tahmid*, *tahlil*, *istighfar*, and other sayings that are recommended to be read in the mosque as part of the *lafaz* relating to the exaltation of Allah's names. In addition, the function of the mosque is a place for Muslims to worship and get closer to Allah Swt, a place for Muslims to practice *I'tikaf*, clean themselves, galvanize their minds to build awareness and gain inner or religious experience so that a balance of body and soul is always maintained as well as personality integrity, the mosque is a place carry out social regulation and supervision. (AyubMoh. E, et al, 2007). Thus prospering the mosque, namely: Establishing a mosque service unit, actualizing mosque management guidance systems and facilities, increasing attendance and participation of mosque congregations, increase the self-reliance and resilience of the people. (AchmadSubianto, 2008). The mosque is the best place on earth. The mosque is the house of Allah Swt, a very noble and very important place for Muslim worship activities such as prayer, remembrance, *salawat* and *majilista'lim*.

## **The Role of the Mosque**

The history of the development of the Prophet's *da'wah*, especially in the Medina period, the existence of mosques was not only used as a special center of worship such as prayer, but also had a role, namely; In an emergency after reaching the goal of moving to Medina, he did not build a fort to guard against possible enemy attacks but first built a mosque, a mosque connecting ties consisting of groups of *Muhajirin* and *Ansar* people with the foundation of faith in Allah Swt. And the mosque was founded by pious people working together for the common good.

As for the duties and responsibilities of mosque administrators, among others; Maintaining the mosque, the mosque as a place of worship facing God needs to be maintained properly. The building and its rooms are treated so that they are not dirty and damaged. The caretaker of the mosque cleans any part that is dirty and repairs any damage. Mosque equipment, such as loudspeakers, mats, pulpits, drums, are also maintained so that they are durable and can be used as long as possible. If the damage to the tool is severe and can no longer be used, a replacement is found as soon as possible. A warehouse for storing goods may be needed, so that mosque equipment is not lost and stolen. Managers who understand the meaning and ways of organizing always develop programs or activity plans, before arriving at the implementation stage. Programs that are structured may only meet short-term, medium-term, even long-term interests. FirdaHalawati explained that mosque management is an activity that uses tools that include elements and functions in place to carry out all activities that contain obedience to Allah SWT through worship in the broadest sense. The management of the mosque is also called the *Idarah* mosque which is divided into two parts, namely *Idarah BinailMaadiy* (Physical Management). And *Iarah BinailRuhiy* (Functional Management). Arrangements regarding the implementation of the function of the mosque as a forum for fostering the people, as a center for the development of the people and Islamic culture such as Islamic *Aqidah* education and the development of *AkhlakulKarimah*. Mosque management will be much needed to provide a basis for and contribution in developing the professionalism of mosque *ta'mirs* so that they are able to manage the potential of the *ummah* as well as a means of uniting the *ummah* through activities within the mosque.

## **Quality of Human Resources**

Human resources are commonly called Human Resources, namely human strength. Human resources are also called human resources, capabilities and expertise. (AbdurrahmatFatoni, 2006). In general, human resources are divided into two, namely human resources at a macro level are the number of productive age population in a country, while micro human resources are individuals who work in a company. (TaliziduhuNdahar, 2002). Human resource management is the design of formal systems within an organization to ensure the effective and efficient use of human talent to achieve organizational goals. Human resources are residents who are able to contribute to efforts to achieve organizational goals. In population science, the concept of human resources can be equated with the concept of labor which includes the work force and non-work force. The working force is also called workers.

Quality according to terms is quality, namely the level of good or bad something. (Ministry of National Education, 2002). However, many experts and organizations try to define quality based on their own point of view. Mosque management that has not been organized neatly and professionally, such as transparency in financial management, membership management (*jamaah*), maintenance management, prayer management and

many others that have not been properly and correctly organized. In general, human resource development will face various challenges that must be faced by all human resource development practitioners. These challenges, among others, relate to quality standards, training technology, status of human resource development, and human resource development practitioners, (Barhanuddin Yusuf, 2015). With the quality of the congregation getting better and better over time, the improvement in the quality and prosperity of the mosque can go hand in hand. Steps worth paying attention to in order to achieve this goal are the activities of the mosque management, it is the management who must make an effort, the awareness of the congregation. Efforts to improve the quality of the congregation of this mosque must be structured in a regular and directed program of activities. This program is related to congregational coaching. This program is the foundation for all congregational development activities at the mosque, so that it is right on target and purpose. (AyubMoh. E, et al, 2020). Thus improving the quality of the congregation is the task of the management who is able to provide comfort and good service to pilgrims who come to carry out worship.

### **III. MATERIAL AND METHODS**

The type of research used is qualitative research. Qualitative research is a method used to research conditions objectively, where the researcher acts as an instrument, which produces descriptive data in the form of written, spoken, and observable words, explaining conditions and phenomena in depth by collecting data. (RachmatKriantono, 2009). The approach method used in this research is the mosque management approach, the mosque management approach. Sources of data in this study using two data sources, namely primary data and secondary data. The data collection method is through observation, this collection technique can be controlled for its reliability (reliability) as well as its validity (validity), (Usman, 2008). And also Husaini's interview and documentation methods, (Syamsuddin AB, 2016). While the research instrument is the researcher himself, (SuharsimiArikunto, 2006). Analysis of the data used in this study, namely a). Data reduction; a form of analysis that sharpens, classifies, directs, discards unnecessary organizes data in such a way that final conclusions can be drawn. Display Data; In presenting the data, it is done inductively, namely describing each problem in the research by explaining in general, then explaining specifically, and finally drawing conclusions. To check the validity of the data that researchers used in this study were participation, and triangulation, (AsepSaefulMuhtadi, 2003).

### **IV. RESULTS AND DISCUSSION**

The management of the mosque which is carried out by the management plays a very important role because the management of the mosque has regulated various aspects of the management function. The mosque management carried out by the management in improving the quality of human resources for worshippers at the AmirulMukminin Mosque in Makassar City is as follows:

#### **Mosque Management Planning**

One of the management functions is the planning that will be carried out by the administrators of the mosque in order to achieve the goals that have been set. Management planning is one of the best ways to prosper the mosque, namely increasing religious activities, increasing hospitality with mosque congregations and improving financial management. With these various religious activities, we can establish friendship with the congregation of the mosque. In addition to planning religious activities, the management of the AmirulMukminin mosque is also very concerned about facilities and infrastructure such as the quality of the mosque's Imam and cleanliness. This is in accordance with Muhammad Nasir's statement that in order to improve the quality of the congregation in the sense of prospering the mosque through coaching the congregation, of course the first thing that must be considered is improving the management of the mosque, meaning that starting from the imam must be well organized, the imam must be attractive and have a strong voice. good, a good muezzin, the cleanliness of the mosque must be maintained, the sound system must also be good and the safety of sandals is also very important in influencing the quality of the mosque congregation.

#### **Organizing Mosque Management**

The mosque management organization is a grouping of people based on their respective abilities in an organizational structure. The mosque management organization should be, every mosque must have a structural administrator, namely a chairman, secretary, treasurer, advisory board, head of the da'wah sector, and the security sector. and treasurer.

#### **Mobilization of Mosque Management**

The mobilization of mosque management must be implemented in mosques, including financial management that must be transparent and the implementation of planned mosque activities, for example, the balance of the mosque must be announced and the implementation of recitation activities, joint dhikr,

tabligakbar, and community service. The management of this mosque uses a management system directly, for example in the field of cleanliness carried out by the planned mosque administrators. Efforts made by the management in improving the quality of the congregation are that there must always be updates, including in the field of cleanliness which must always be maintained both inside and outside the mosque. Especially in the city of Makassar, the AmirulMukminin Mosque, including the transit mosque, is also a religious tour because around the mosque there are street vendors who sell food typical of the city of Makassar.

### **Oversight of Mosque Management**

The supervision carried out by the management is a direct supervision system. Oversight that is carried out directly must have openness from all administrators because the biggest slander is financial management such as mosque balances. So, it must be transparent and must be directly supervised. Organizing mosque management is a structural grouping of administrators according to their respective abilities. In terms of organizing the mosque, the management of the AmirulMukminin mosque has not been structured structurally because it only consists of a treasurer who also acts as a secretary and advisory board. Supervision of mosque management, the next step taken by the management of the AmirulMukminin mosque to improve the quality of its congregation is to supervise activities, congregation coaching and financial management carried out at the mosque. By supervising, mosque administrators can evaluate the activities to be carried out next. The administrators of the AmirulMukminin mosque have implemented management functions to improve the quality of human resources for their congregation but have not produced maximum results.

Every thing that is done is expected to achieve optimal goals and results, but everything must have its challenges. In implementing management, mosque administrators in improving the quality of the congregation of the AmirulMukminin mosque in Makassar City have several challenges as follows:

### **Cleanliness of the mosque**

Every mosque will implement cleanliness in the mosque, especially in the toilets, both women's toilets and men's toilets. In the cleanliness of the mosque, the most important thing is the cleanliness of the women's toilets. The cleanliness of the mosque which is usually considered trivial for every mosque congregation is the tidiness of the mukenah for female worshipers and the sarong for male worshipers. By implementing the cleanliness of the mosque will affect the quality of the congregation of the AmirulMukminin mosque in Makassar City.

### **Mosque security**

Mosque security is very important in improving the quality of mosque congregation. With the security of the mosque, the congregation feels safe while in the mosque. Maintaining the security of the mosque is not only in terms of the security of the sandals of the congregation of the mosque, but honesty for the management towards the congregation of the mosque also includes the security of the mosque. This is in accordance with what was conveyed by Raipa's mother who said that: Often the congregation of the AmirulMukminin mosque, especially female worshipers, forget to pick up their belongings such as clocks which are often found and sometimes there are worshipers who return to look for the items they forgot to take.

### **Presenting a good imam and muezzin**

Some mosques have imams and muezzins who are less fluent so that congregations prefer to enter the mosque. The challenge that we face a lot at this time is to follow the wishes of the community, especially in terms of presenting good imams and muazims. Therefore, the quality of the congregation in the mosque will increase because the imam is very fluent and has become the best reciter. By presenting good imams and muezzins, the congregation of the mosque will increase.

#### **d. Using a sound system**

Using a good sound system, basically the sound that is channeled outside the mosque is just the call to prayer as a sign that it is time for prayer. This is a challenge that must be faced by mosque administrators, namely by using a good sound system. The administrators of the AmirulMukminin mosque in Makassar really need a good sound system so that they can attract worshipers into the mosque.

### **Provides a comfortable atmosphere**

Improving the quality of worshipers during this pandemic is uncertain because everything is limited by the existence of a circular letter in Makassar City that people who have not had the vaccine are allowed to attend the tarwih prayer, however, in the courtyard of the mosque and are not allowed to enter the mosque. Things that mosque administrators don't want to establish health protocols such as keeping a distance, wearing masks, and washing hands. The management of the AmirulMukminin mosque by implementing health protocols despite the pandemic, mosque worshipers feel safe and comfortable while inside and outside the mosque.

## V. CONCLUSION

Management of the management of the AmirulMukminin mosque in improving the quality of human resources in mosque congregations is carried out through four functions, namely: a). Mosque management planning, namely increasing religious activities, congregation development and financial management, b). Organizing mosque management, namely grouping administrators structurally according to their respective abilities, c) Mobilizing mosque management, namely efforts by mosque administrators to realize religious activities, foster congregations and financial management so that they can be carried out optimally, d). And the supervision of mosque management is carried out directly by mosque administrators for various activities carried out at the AmirulMukminin mosque.

Meanwhile, the challenges of mosque administrators in improving the quality of human resources for worshipers at the AmirulMukminin mosque in Makassar City are: 1). In terms of the cleanliness of the AmirulMukminin mosque, such as cleanliness in the mosque in the toilets, both women's toilets and men's toilets, 2). The security of the AmirulMukminin mosque, such as the security of the belongings of the congregation and the sandals of the congregation of the AmirulMukminin mosque, 3). Presenting good imams and muezzins, some mosques have imams and muezzins who are not fluent in reciting the Qur'an so that congregations prefer to enter the mosque, 4). Using a good sound system, the management of the AmirulMukminin mosque really needs a good sound system so that the sound that is channeled during the call to prayer sounds great and the people are amazed to hear it, 5). Providing a comfortable atmosphere, even during the pandemic, the management of the AmirulMukminin mosque continued to implement health protocols so that the congregation of the mosque felt safe and comfortable while at the AmirulMukminin mosque.

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