

Mosque Foundation Management Strategy (Case Study at Jami' Al Baitul Amien Jember Mosque Foundation)

¹ Munir Is'adi, ²Isti Fadah

¹Employee at IAIN Jember, ²Faculty of Business and Economics, Jember University Lecturer
State Islamic Institute Of Jember Jln Mataram 01 Jember
Economic Accounting Post-graduate Program, Economic and Business Faculty, University of Jember
Jln. Kalimantan 37, Jember 68121

Abstract: The aim of this study is to find out how the strategy empowers all the potentials and accounts for all activities carried out by the Al Baitul Amien Jember Mosque Foundation. The data and information obtained shows that the management is carried out by units of the Al Baitul Amien Jember Mosque Foundation which are carried out by applying the principles of good corporate governance especially the principles of accountability and transparency, but it has not been optimally achieved.

Keywords: Strategy, Management, Mosque Foundation

I. Introduction

Etzoni [1] said that the profit organization since the early 1970s had developed in both its quantity and interests. The characteristics, suggestions and objectives of the service provided by non-profit organizations also continue to vary [2]. In the next two decades, the number of non-profit organizations continue to grow in response to social change, environmental conditions, political and economic conditions that are changing rapidly.

Profit organizations in Indonesia will also continue to develop in various forms. One of them is mosque foundation [3], describing the function of the mosque which was built by the prophet Muhammad namely the Nabawi mosque in the city of Medina as the center of the formation of civilization. History records that there are no less than ten roles carried out by mosques at the time of the Prophet, namely as places of worship, places of consultation and communication on economics problem, cultural, educational and social compensation issues. Besides, the mosque is also a place where the travelers and homeless are built, military training and tools preparation. The mosque at that time was also the place of treatment for wounded Muslim soldiers, the place of dispute and peace courts. Other functions of the mosque at that time were the halls and reception places, places to detain prisoners and places of information or defense of religion.

The Jami' Al Baitul Amien Mosque Foundation is one of the icons at Jember district located in the center of Jember Regency, the potential of the Jami' Al Baitul Amien Mosque Foundation has been managed properly or has been maximally empowered, so that the Al Baitul Amien Mosque Foundation can be useful as a mosque institution at the time of the Prophet, who can provide more benefits to all worshippers.

The mosque management responds to the increasing quantity of mosque worshippers to provide quality services to the worshippers continually. As a start to facilitate the operation of the mosque, the management prepares the legal aspects by forming a mosque foundation. The Jami' Al Baitul Amien Mosque Foundation seeks to organize various kinds of activities which provide more values to the worshippers.

The Jami' Al Baitul Amien Mosque Foundation can be said to be one of the public organizations who manage mosque resources. In managing mosque resources, the management of *ta'mir* (mosque management) does not expect compensation or in other words they carry out voluntary mosque management activities. So that, the mosque foundation is also called non-profit organizations, where the purpose of its establishment is not merely to earn a profit and it distinguishes fundamentally from commercial organizations.

Based on the above background, the researcher conducted a study on the Management Strategy at Jami' Al Baitul Amien Mosque Foundation in Jember with the following research problem; How is the Strategy of the Jami' Al Baitul Amien Mosque Foundation in Jember in managing all potentials by applying the principles of openness.

II. Literature Review

1. Sharia Enterprise Theory

God, man, and nature are stakeholders in the enterprise theory of sharia [4]. God is the highest party and becomes the sole purpose of human life. The second stakeholder of enterprise sharia theory is that humans are divided into two groups, namely direct stakeholders where the parties or people who have a share or benefit or contribution to the company in the form of financial or non financial and indirect - stakeholders where parties do not contribute at all to the company but in sharia, they have rights to the company results. The third stakeholder of enterprise sharia theory is nature where nature does not need money directly but it requires environmental care or preservation, prevention of natural pollution and others for business continuity.

According to Triyuwono, enterprise sharia theory has a broader range of accountability compared to entity theory. Accountability means accountability to God, humanity, and nature. Enterprise sharia theory contains the values of justice, truth,

honesty, trustworthy, accountability and the most important is that the enterprise sharia theory has the basis of the concept of divinity, where Allah is central and the basis of all accounting activities.

2. Public Information Openness/Keterbukaan Informasi Publik (KIP)

Information disclosure has been one of the main requirements in the management of public resources in a participatory and responsible manner, it is important in every state administration, so that public interests are fulfilled. Law of the Republic of Indonesia Number. 14 of 2008 [5] concerning *Public Information Openness/Keterbukaan Informasi Publik* (UU KIP) is an important momentum in promoting openness in the Republic of Indonesia. Approximately eight years before the UU KIP was promulgated on April 30, 2008, the discourse on the need for legal guarantees for information disclosure continued to flow both at the community, bureaucratic, and legislator levels.

3. Management

Management includes at least three aspects; firstly, Human management, this management is related to the quality of human resources, secondly, management of Financial capital Asset, this empowerment is related to land, buildings, machinery and others and thirdly, management of social assets, this empowerment includes family, friends, connections, social networks and others.

The management concept in the management of the Ministry of Religion of the Republic of Indonesia through the Director General of Guidance in the Islamic Society made a decree number: DJ.II / 802 year 2014 concerning Standard Management of Mosque Management, in which this decree explains how to promote mosques from the central to the village, even *Mushola* management is also given an explanation. Explanation of mosque governance at the district level in the decree number: DJ.II / 802 of 2014 concerning Mosque Management Standards.

4. Strategy

M. Grant Robet [6] stated that strategy is a planning process, goal setting, and target setting or target of activities in a systematic way within a predetermined period of time to achieve the desired goals. Furthermore, strategies have several dimensions that need to be considered in order to reduce the impact of uncertainty in making decisions or formulating and implementing strategies; 1. Demand for top management involvement. 2. Internal and external environment. 3. The consequences of strategic issues.

III. Research Method

The approach used in this study was qualitative with case study research. The object of the research was a strategy for managing the Jami' Al Baitul Amien Jember mosque foundation. The data collection techniques used interview techniques, documentation and observation with the purposive sampling. The collected data were analyzed by using the Miles and Huberman models which include data collection, data reduction, data display drawing / verification, and conclusion. To meet the validity of the data, the researcher used data credibility testing techniques, dependability and confirmation. [7]

IV. Research Results and Discussion

Management Strategy at Jami' Al Baitul Amien Jember Mosque Foundation

The concept of development carried out by the management of the Al Baitul Amien Jember Mosque Foundation by looking at all the potential possessed by the Al Baitul Amien Jember Mosque Foundation. The management process was based on principles in order to improve quality both technically, practically, conceptually and morally by seeing the enormous potential possessed. Al Baitul Amien Jember Mosque Foundation had many fields under its control. In order to formulate a management strategy, the Al Baitul Amien Jember Mosque Foundation conducted 2 ways; 1. Management originating from the bottom up. 2. There were also several programs or fields that were handled directly by the foundation, this was usually directly related to activities relating to the needs of all existing fields or units, such as the new employee recruitment program.

Empowerment and optimizing all foundation assets for the benefit of the *ummah* is carried out in the fields of:

a. Field of Secretariat

This field has the main task to support all activities of the foundation in the form of managing the technical duties of daily mosque, including administrative services, equipment, cleanliness, security, worship services, management of human resources (mosque employees). Besides that, they also carry out technical duties of the foundation such as the use of the facilities of the Al Baitul Amien Jember Mosque Foundation, the service of fields or units which are supervised by Al Baitul Amien Jember Mosque Foundation.

b. Field of Education

The empowerment of formal educational institutions follows programs that has been set by the government. Besides, in empowering educational institutions, they also involve school committees. For non-formal institutions (TPA) the foundation also includes organizational programs that become their holding organization (BKPRMI). Management of educational institutions consists of 4 (four) parts which consist of management in the field of curriculum, management in the field of student affairs, management in the field of facilities and public relations.

c. Field of Business Entity

The Jami' Al Baitul Amien Jember Mosque Foundation forms a business entity unit which is handled by Al Baitul Amien Jember Cooperative which provides shop business and savings and loan business. Al Baitul Amien Jember cooperative members are the extended family of Jami' Al Baitul Amien Jember Mosque Foundation.

d. Field of Development and Maintenance

The Jami' Al Baitul Amien Jember Mosque Foundation complex is huge, it requires special attention for its maintenance, such as nurses in mosques, bathrooms, ablutions, parks and so on. The concept of infrastructure development refers to the level of needs for units or the level of needs for the Jami' Al Baitul Amien Jember Mosque Foundation. The attitude of empowerment carried out by the development and maintenance unit tends to wait the needs of the Jami' Al Baitul Amien Jember Mosque Foundation.

e. Field of Mosque Management

The field of mosque management prepares activities in the field of daily worship of *rawatib* prayer and all related devices, such as *muezzin*, *Imam* and select candidates who will be *Imam and muezzin*. The mosque management also has an authority in selecting *Imam*, *muezzin*, *sermon* and *bilal jum'ah* and makes speech materials for congregational prayers. This field also coordinates routine studies/lecture which is held after *Fardhu* prayer and *tarawih* prayer in the month of Ramadhan. In addition, the improvement of worship services is also carried out by the foundation in the form of *qiyamullail* which is conducted to the activities of *tasbih* prayer, *tahajjud* prayer, *hajat* prayer and *witr* prayer.

f. Social Affairs and Da'wah

The activities program is called AZKA Unit. AZKA unit is one of the leaders of the Jami' Al Baitul Amien Mosque Foundation for the poor and less fortunate worshippers.

AZKA manages several programs including Education Scholarships, Senyum Anak yatim, Guru Ngaji Sejahtera, Wakaf Al-Qur'an, Peduli Bencana Alam, Kantong Kosong Kaum Dhuafa, Menabung untuk Berkurban, Kredit Usaha Mikro dan Program Masjid Bersih.

g. Autonomous Agency Field

The Autonomous Agency oversees Youth Mosques, Women Mosques and Libraries. From those three autonomous agencies, there is only Youth Mosque still exist. During this time, Youth Mosques supported foundation programs actively. Youth mosques have provided programs that attract the public heart, namely *Bahana Muharram* which is packaged in the form of Islamic race, MABIT (*Malam Bina Iman dan Taqwa*), and so on.

V. Conclusions and Suggestions

1. Conclusion

The development was carried out by the management of the Al Baitul Amien Jember Mosque Foundation by looking at all the potentials possessed by the Al Baitul Amien Jember Mosque Foundation. The management process was based on principles in order to improve quality both technically, practically, conceptually and morally by seeing the enormous potential of the Al Baitul Amien Jember Mosque Foundation.

The management strategy at the Al Baitul Amien Jember Mosque Foundation was conducted in two ways; 1. Bottom-up Management. 2. Top-down Management, this was usually directly related to activities involving the needs of all existing fields/units, such as the new employee recruitment program.

2. Suggestions

After conducting this research, the researcher gives some suggestions, firstly, the Al Baitul Amien Jember Mosque Foundation in making planning activities in the framework of management should form a special team to handle it, so that when there are changes, it would be easily soon resolved. Secondly, the Al Baitul Amien Jember Mosque Foundation should be in the recruitment of human resources to choose candidates who have educational backgrounds which are in accordance with their competencies, especially finance so that accountability reports can be better and in accordance with the financial management rules and concepts.

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