

Management of Masjidku Makmur Program at Yayasan Masjid Nusantara Bandung

Imron Rosidi¹, Anjas Ardana²

^{1,2}UIN Sultan Syarif Kasim Riau

Email: imronrosidi@uin-suska.ac.id

Abstract: *This research is motivated by the management of the mosque, which the Nusantara Mosque Foundation carries out. The Nusantara Mosque Foundation chose to focus on building civilization through the mosque through the My Mosque Prosperous Program. This study aims to find out how the Bandung Nusantara Mosque Foundation manages the Masjidku Makmur program. This study uses a qualitative method. The results showed that the management of the Masjidku Makmur program carried out by the Masjid Nusantara Bandung Foundation cannot be separated from the four management functions, better known as Planning, Organizing, Actuating, and Controlling (POAC). This article finds that the Nusantara Mosque Foundation has four programs or activities to prosper mosques. The four activities or programs are mosque management training, funeral management training, Nusantara mosque bulletins, and Hari Raya Allowances (THR) to marbots and mosque imams.*

Keywords: *Management; Mosque; Masjidku Makmur; Nusantara Mosque Foundation.*

Abstrak: Penelitian ini dilatarbelakangi oleh pengelolaan masjid yang dilakukan oleh Yayasan Masjid Nusantara. Yayasan Masjid Nusantara memilih untuk fokus membangun peradaban melalui masjid melalui program masjidku makmur. Penelitian ini bertujuan untuk mengetahui bagaimana pengelolaan program Masjidku Makmur yang dilakukan oleh Yayasan Masjid Nusantara Bandung. Penelitian ini menggunakan metode kualitatif. Hasil penelitian menunjukkan bahwa pengelolaan program Masjidku Makmur yang dilakukan oleh Yayasan Masjid Nusantara Bandung tidak lepas dari empat fungsi manajemen atau lebih dikenal dengan Planning, Organizing, Actuating and Controlling (POAC). Menggunakan konsep tersebut, artikel ini menemukan bahwa Yayasan Masjid Nusantara melaksanakan empat program atau kegiatan untuk memakmurkan masjid. Empat kegiatan atau program tersebut adalah training manajemen masjid, training pengurusan jenazah, bulletin masjid nusantara serta memberikan Tunjangan Hari Raya (THR) kepada marbot dan imam masjid.

Kata kunci: Pengelolaan; Masjid; Masjidku Makmur; Yayasan Masjid Nusantara.

Introduction

This article discusses the management of the Masjidku Makmur program at the Nusantara Mosque Foundation (YMN) Bandung. In general, a mosque is a building for a house of worship which is a symbol of the existence of Islam in a society or community. Its presence cannot be separated from religious ritual activities as a form of obedience of a servant to the creator (God) (Siswayanti, 2016). The existence of a mosque occupies a central function in society because, generally, mosques are the embodiment of the aspirations of Muslims (Auliyah, 2014). Not only

in worship activities but even mosques can also be used to communicate between Muslims. Thus the mosque can also be said as a place to unite Muslims.

It is not surprising that the mosque is the primary and most important principle for forming an Islamic society because the Muslim community will not be formed firmly and neatly unless there is a commitment to the system, *aqidah*, and Islamic order. This cannot be grown except through the spirit of the mosque. One of the many features of Allah's houses is the mosque (Al-Buthy, 2006). Apart from being a place of worship, mosques are required to be agents of social change. Mosques have various objectives and programs that aim to maintain religious and other behaviors in a community group.

In carrying out activities at the mosque, good management is needed. Management, of course, has the functions and objectives contained in it. In management, there are 4 (four) functions that must be carried out correctly: Planning, Organizing, Actuating, and Controlling. Mosque management will be needed a lot to provide a basis and contribution in developing the professionalism of the *ta'mir* of the mosque so that they can manage the people's potential and become a means of uniting the people through activities in the mosque environment. Operationally management is an activity that uses tools that include elements and functions to achieve the goals that have been set. In the context of mosque management, the primary purpose of mosque management is to prosper the mosque (Sofwan, 2013). Several scholars discuss mosque management to grow the mosque. They are Santoso and Wiranata (2020), Pradesyah, Susanti, and Rahman (2021), Fauzi and Muhyani (2021), Kurniawan, Putri, and Sumraini (2021), Assidiki and Wibowo (2021), Jannah (2019), Sochimim (2016), Musyanto and Zakiyudin (2021), and Hasibuan (2019). However, these scholars do not discuss the specific program held by the Yayasan or foundation regarding mosque management. This article tries to fill this gap.

Masjidku Makmur is one of the programs of Yayasan Masjid Nusantara. The Masjidku Makmur program is the ultimate goal of empowering a mosque; this program focuses on managing human resources such as administrators, DKM, and the community around the mosque. DKM and administrators can work the mosque well and invite the community to a more prosperous mosque. Among the several forms of Masjidku Makmur program activities are Masjidku Sehat Toilet, Shalatku Khusyu, Sujudku Syahdu, Masjidku Merdu, Mosque Management Training, Funeral Management Training, Nusantara Mosque Bulletin, and THR for Marbot and mosque Imams.

Yayasan Masjid Nusantara (YMN) itself is a foundation that chooses to focus on mosque empowerment in Indonesia. This intends to present a safe and comfortable mosque and empower the community to prosper the mosque. This study seeks to answer the main questions: How is the management of the Masjidku Makmur program, and what is the form of social piety in the Masjid Nusantara Foundation?

To answer these questions, this article is divided into eight sections. The first part of this article discusses the background that is the focus of the research. This article's second part describes methods used to collect and analyze research data. Then the third part of this article explains the planning of the Masjidku Makmur program implemented by Yayasan Masjid

Nusantara Bandung. In the fourth section, this article discusses the organization of the Masjidku Makmur program. The fifth section explains how to implement the Masjidku Makmur program. The sixth part describes the evaluation conducted by Yayasan Masjid Nusantara Bandung in implementing the Masjidku Makmur program. While the seventh part, this article explores the forms of social piety in the Nusantara Mosque Foundation. The last of this article closes with a conclusion.

Method

This study uses a qualitative approach. Herbert Blumer said that qualitative research approaches research subjects humanely to gain insight into how subjects carry out activities in their daily lives and how research subjects take advantage of what is around them to communicate with others (Taylor, 2016). The method that the authors use is an online and direct interview. The authors make observations directly related to the implementation of the programs of Masjidku Makmur implemented by the Foundation of Masjid Nusantara Bandung. There are five informants selected. They are people who involve in the Masjidku Makmur Program. The research was done from August to October 2021. The data were analyzed using the concept of management consisting of Planning, Organizing, Actuating, and Controlling proposed by Terry (1999).

Result and Discussion

Planning for the My Prosperous Mosque Program, Nusantara Mosque Foundation, Bandung

Analysis of the application of planning is the whole process of thinking and determining carefully the things that will be done in the future to achieve the goals that have been determined (Hasibuan, 2001). Every organization always plans activities to be carried out to achieve its goals, as well as the Bandung Nusantara Mosque Foundation. Planning the management of the Masjidku Makmur program itself means determining the initial steps on how the program implemented by the Nusantara Mosque Foundation can be implemented and accepted by all circles of society. In this study, the researcher focuses on planning the management of the Masjidku Makmur program at the Nusantara Mosque Foundation, Bandung.

In this study, the Bandung Nusantara Mosque Foundation plans to prosper the mosque regarding the number of mosques that have not been appropriately managed. This foundation formulates various programs to prosper mosques quickly and provides information about the importance of building and prospering mosques to attract people's attention to charity and infaq. This is one of the plans they have formed so that their Masjidku Makmur program continues to run well.

In the management function, Planning (Planning) Masjid Nusantara Bandung Foundation succeeded in making several plans so that the planned program was in accordance with the goals and tasks of the Foundation, both in offline and online programs. For the planning carried out by the administrators of the Bandung Nusantara Mosque Foundation in implementing the program

for the prosperity of mosques in remote areas, of course, they have a planning concept so that the desired goals are achieved. The initial plan was to conduct mosque management training, as said by the Director of the Nusantara Mosque Foundation, Mr. Pras Purworo:

“For the initial planning, what mosques in the archipelago do is to carry out Mosque Management Training or what we usually call TMM. Our goal in implementing this TMM is to create a prosperous mosque, so we need quality human resources, DKM, mosque administrators, mosque youth, and Majelis Taklim. The Nusantara mosque is also collaborating with Rumah Zakat on the implementation of Mosque Management Training, as we did in 2017 (Personal communication, September 10th, 2021).”

The next plan is to make a Body Management Training program; the training here, according to the Nusantara Mosque foundation, is essential because many people do not know and want to carry out this noble task. In managing the corpse, it is necessary to have knowledge and procedures, from preparation to completion of the management to the funeral prayer. As said by the Director of the Nusantara Mosque Foundation, Bandung, Mr. Pras Purworo:

“Furthermore, to improve the mosque, it is necessary to hold training in managing the corpse. And here, we can see a lot of wisdom and reward in managing the corpse. For example, when bathing the corpse, it must be bathed by a trusted person so that the disgrace possessed by the corpse is not spread even better by his family members. And it is also hoped that the mosques of the archipelago with this training can educate residents and youths (Personal communication, September 10th, 2021).”

And the next plan is to make the Nusantara Mosque Bulletin. It aims to create a medium of enlightenment for the ummah that can be obtained free of charge. Here, the Bandung Nusantara Mosque Foundation uploads a bulletin on the YMN website containing da'wah messages. YMN also uploads da'wah messages as enlightenment for the ummah on social media such as Instagram and Facebook. As stated by the Director of the Bandung Nusantara Mosque Foundation, Mr. Pras Purworo:

“Well, for the bulletin deck, we make it a medium of enlightenment for Muslims to add insight into religious knowledge. In planning, we make inspirational stories, stories from the prophet's time, and da'wah's messages. And not only on the web but also post these da'wah messages on social media such as Instagram and Facebook, considering that nowadays, people no longer open the web but are more inclined to be active on social media (Personal communication, September 11th, 2021).”

And the final plan is to provide the THR (Extra Salary) for the marbot of the mosque. The goal is to share sustenance for the people who play the most role in the prosperity of the mosque. The distribution of THR is intended as a form of appreciation for the work of marbots and mosque imams who continue to strive for the prosperity of the mosque. The Nusantara Mosque Foundation has also made a program to build houses for marbots and mosque imams who have struggled to prosper the mosque without any strings attached. As said by the Director of the Bandung Nusantara Mosque Foundation, Mr. Pras Purworo:

“Giving THR for the marbot of the mosque and the imam of the mosque is a form of our and other community's concern for the marbot market and the mosque's imam. And we have been doing this since 2014. And also, before giving the THR, we conducted a field survey of who was entitled to get it. And Alhamdulillah, now we are not only giving THR for the Marbot and the Imam of the mosque, but we are also building houses for the marbot and the imam of the mosque who is struggling selflessly for the prosperity of the mosque. This is all thanks to the synergy of donors and partners of the Bandung Nusantara Mosque Foundation (Personal communication, September 11th, 2021).”

Planning is so essential for the following reasons (Hasibuan, 2001): (1) Without planning means that there are no goals to be achieved by an organization; (2) Without planning, there are no implementation guidelines, so there is a lot of waste; (3) Planning is the basis of control because, without a plan, management cannot be carried out; (4) Without planning, there are no management decisions and processes.

Organizing the Masjidku Makmur Program at the Nusantara Mosque Foundation, Bandung

Organizing is one of the management functions related to planning. Organizing is also a dynamic process, while the organization is a static tool or container. Organizing is determining the work to be done, grouping tasks, delegating work to each employee, assigning departments, and determining relationships. In the organizing function, managers allocate all organizational resources based on plans that have been made and in accordance with the organizational framework. That framework is called corporate design. The specific form of organizational design is called organizational structure. In this structure, managers manage the division of labor and resources of the organization, as well as how the overall work is coordinated and communicated (Badruddin, 2014).

Organizing is essential for the Bandung Nusantara Mosque Foundation because organizing all activities will be easier to implement. This is because dividing the tasks into more detailed studies and leaving the implementation to several personnel will prevent the accumulation of work only for one person executing it. If there is an accumulation of work aimed only at the executor, it will undoubtedly be burdensome and complicated. In addition, the breakdown of tasks will facilitate the distribution of these tasks for the implementers.

Furthermore, organizing where the activities have been detailed in such a way will certainly make selecting the personnel needed to carry out these tasks more manageable. Then, by carrying out an organizing system, where each of the executors of their duties is in predetermined work units and each with a predetermined authority, it will make it easier for the Director of the Bandung Nusantara Mosque Foundation to control these activities and report every activity carried out to donors more systematically. Interview with the Director of the Nusantara Mosque Foundation, Mr. Pras Purworo:

“For the organization, apart from having a special team, the Nusantara mosque also formed a team of volunteers from where we carried out the program. We did this to assist us in

verification and surveys. And Alhamdulillah also, the Nusantara mosque team accepted that during the program implementation, there were obstacles, such as bad weather, travel, and the archipelago mosque team accepted it as a consequence of moving to remote areas. They are adamant that any obstacle is faced with sincerity (Personal communication, September 12th, 2021).”

From the results of interviews conducted, the author concludes that the organizing process carried out by the management of the Bandung Nusantara Mosque Foundation is as follows: first, strengthening the harmonious working relationship between the Director of the Foundation and the team. Second, determine and formulate each task and place the executors according to their expertise. Third, divide and classify the activities carried out within the Bandung Nusantara Mosque Foundation, where this will undoubtedly be useful so as not to interfere with other work and is expected to improve the performance of all members of the Bandung Nusantara Mosque Foundation.

Implementation (Actuating) of the Masjidku Makmur Program at the Nusantara Mosque Foundation, Bandung

According to Melayu SP Hasibuan (2015), the direction directs all employees to cooperate and work effectively to achieve company goals. Implementation is the most critical and dominant management function in the management process. Implementation, often called directing, can be applied after the plan, organization, and members are in place (Badrudin, 2014). When this function is used, then the process of realizing the goal begins.

The implementation of the management of the Masjidku Makmur program at Yayasan Masjid Nusantara Bandung is the implementation process of the planning for the management of Masjidku Makmur at Yayasan Masjid Nusantara Bandung which has been described previously. As for the implementation or movement carried out by the Foundation of the Bandung Archipelago Mosque, namely:

1. The Mosque Management Training

The Nusantara Mosque Foundation Bandung has been established since 2012. At the same time as the Nusantara Mosque Foundation was first established, Mosque Management Training was chosen as one of the programs at the Nusantara Mosque Foundation. This aims to realize a prosperous mosque, and it is necessary to have quality human resources, both DKM, mosque administrators, Mosque Youth, Majlis Taklim, ladies and gentlemen. Improving the quality of human resources is done by providing education about the problems that often occur in the mosque environment.

Picture 1. The Mosque Management Training by Yayasan Masjid Nusantara Bandung



Source: Personal Documentation

2. Corpse Management Training

A prosperous mosque is an ultimate goal of managing a mosque. And one indicator of a prosperous mosque is the quality of human resources in the mosque environment. the expertise of the community in taking care of the corpse is part of the quality of human resources that can take part in the prosperity of the mosque. The Body Management Training Program, according to the Nusantara Mosque foundation, is essential, this is because many people do not know and want to carry out this noble task. In managing the corpse, it is necessary to have knowledge and procedures, from preparation to completion of the management to the funeral prayer.

3. Nusantara Mosque Bulletin

The Nusantara Mosque Bulletin is a part of the Masjidku Makmur program. The bulletin is a medium of enlightenment for the ummah that can be obtained free of charge. And not only making bulletins, but now the Nusantara Mosque Foundation has taken advantage of social media such as Instagram and Facebook. Here, the Bandung Nusantara Mosque Foundation uploads a bulletin on the YMN website containing da'wah messages. This aims to enlighten the ummah in publications and social media such as Instagram and Facebook.

Controlling the Masjidku Makmur Program Yayasan Masjid Nusantara Bandung

Control is an activity of measuring deviations from planned performance and initiating corrective action. And in this control, there is an organizational evaluation designed to provide an assessment to the person being assessed and the person considering or the leader of the organization regarding information about the work. Evaluation is critical because it can guarantee the safety of the organization's implementation and journey (Badrudin, 2014).

The implementation of the Masjidku Makmur program conducted by Yayasan Masjid Nusantara will run well and smoothly if the activities submitted to the members of Yayasan Masjid Nusantara are in accordance with their respective fields. To know whether the activities have been implemented and the extent of their implementation, the director needs to carry out control and evaluation because with constantly can be known the anomalies performed and can take preventive measures against such irregularities. In addition, it can conduct improvement and refinement efforts.

Looking at the above statement, control and evaluation have a crucial role in all activities of the Masjidku Makmur program by Yayasan Masjid Nusantara. As said by the Director of YMN, Mr. Pras Purworo:

“We have a regular monthly evaluation and make a monthly report. This monthly report is the first to be our responsibility because we manage the infaq sadaqah funds obtained from donors. So from each donation, we report to the donor. So, we document the distributions and report to the donors that this is our activity "we have channeled your funds to those who are entitled to receive them." If we give aid to the mosque, we convey "these are the mosques that have received" to the donor. If we only give help with a kind of carpet, the sound is just love, but the help of that kind of building must be evaluated ..(Personal communication, September 12th, 2021).”

From the results of interviews that the authors conducted with members of the Nusantara Mosque Foundation, the authors considered that the control and evaluation carried out by the Nusantara Mosque Foundation had run well and optimally because: first, every time there was an activity the director of the Nusantara Mosque Foundation would immediately evaluate the activities and performance of the members. Second, when sending a report in charge (LPJ) to donors, it is carried out every month with as much detail as possible in every activity that has been carried out. Third, give appreciation to members whose performance is good, and provide constructive criticism, suggestions, and motivation to members whose performance is still lacking so that they will remain and be more enthusiastic in the future. This is done offline and online, not to certain parties or divisions. Still, this control and control is carried out comprehensively by all members, including the Social media and Design Division.

Social Piety in the Yayasan Masjid Nusantara Bandung

Social piety is a collection of basic morals and social rules regarding the relationship between the community. All matters concerning the affairs of religious people are guarded and cared for by law enforcers, so that religious harmony is created (Haidar, 2003). The behavior of people who are very concerned with Islamic social values. Like thinking and being polite to others, and likes to help. However, these people are not as diligent as the first group in performing worship, such as prayer.

Social piety can be divided into several forms, namely (1) social piety in socio-political activities, (2) social piety in science and culture, and (3) social piety in the development of social

harmony (Yusuf, 2007). Following are the results of an interview with the Director of the Bandung Nusantara Mosque Foundation, Mr. Pras Purworo;

“I think all the programs that mosques in the archipelago carry out are a form of concern, sympathy for mosques that are not well managed in remote areas, both in terms of development, maintenance, and management, as recently happened when Ioni The earthquake that occurred in the Mamuju area made a mosque in the area. Out of concern, the thought about how the people there pray. So I mobilized a team of Nusantara mosque foundations to immediately go to the location under actor coordinator Adhin Abdul Hakim to build an emergency mosque and then rebuild the mosque, which had been damaged by the earthquake and flat to the ground. Only rubble remained (Personal communication, September 12th, 2021).”

The form of social piety in the Bandung Nusantara Mosque Foundation is caring. The concern here means that the believers are brothers. The consequence of this brotherhood is to help each other in dealing with all problems and difficulties and to work together to solve them. In essence, they are brothers and sisters in the faith, like members of a family, so their problems become problems for all family members. They are ready to help their brother, who needs help and assistance. Therefore, the community takes on the task of solving problems and caring for each other in helping to overcome each other's difficulties (Haidar, 2003).

Based on the results of the author's interview with the director of the Bandung Nusantara Mosque Foundation, the author considers that a form of social piety. This is reflected in several programs run by the Nusantara Mosque Foundation, such as Bangun Masjid Nusantara, which is part of the program in the field of My prosperous mosque, mosque management training, giving THR and Fidyah to Marbot and mosque imams, then building mosque infrastructure built on waqf land for community mosque, Pugar Masjid Nusantara which is a mosque renovation program that requires development or repair. The Mobile Mosque program focuses on making mosques that can be used when significant events lack places for prayer, and many more programs related to caring for people in need.

Conclusion

This article shows that in managing the Masjidku Makmur program, Yayasan Masjid Nusantara Bandung is done through four stages. First, the Planning program Masjidku Makmur was conducted by Yayasan Masjid Nusantara through efforts to prepare and plan the steps that must be done to implement the process of managing the mosque prosperous. This planning is drilled starting from the board, the activities to be implemented, to the goals of each program. Second, the organizing of the Masjidku Makmur program conducted by Yayasan Masjid Nusantara is done to provide specifications of activities and tasks carried out by each member to implement the process of managing the Masjidku Makmur program systematically. Third, the implementation (actuating) of the Masjidku Makmur program by Yayasan Masjid Nusantara is done by realizing anything planned. As for the implementation of the planning carried out by Yayasan Masjid Nusantara, there are four things: conducting Mosque Management Training

(TMM), Funeral Management Training, Nusantara Mosque Bulletin, Providing THR for Marbot and Imam of the Mosque. Finally, the Controlling of the Masjidku Makmur program conducted by Yayasan Masjid Nusantara is done to evaluate activities and make improvements and enhancements to the activities carried out by each member during the implementation process of the Masjidku Makmur program. In this case, Yayasan Masjid Nusantara implements it by evaluating others by giving criticism, advice, and motivation to be more enthusiastic in the future, then sending LPJ to Donors every month. Finally, it will show appreciation to members who have good performances.

The form of social piety in Yayasan Masjid Nusantara Bandung is a concern. The concern here means that the believers are brothers. The consequence of this brotherhood is to help each other in the face of all problems and difficulties and to work together to solve them. This will create social cohesion among Muslims who are active in the program. Social cohesion will then be crucial for the making of the Ummah. Several Muslim elites always use this to create a sense of solidarity among Muslims. Therefore, every Muslim has been motivated to have this sense so that the making of the Ummah can be easily implemented. Further study regarding the correlation of da'wah in the mosque and the making of social solidarity can be done in the future.

References

- Al-Buthy, M.S.R. (2006). *Sirah Nabawiyah*. Jakarta: Robbani Press.
- Assidiki, M.H., and Wibowo, H.S. (2021). Penerapan Fungsi Manajemen Program dalam Pelaksanaan Kajian di Masjid Nurul Islam Mulyorejo Surabaya, *Masjiduna*, 4 (2), 47-53.
- Auliyah, R. (2014). Studi Fenomenologi Peranan Manajemen Masjid At Taqwa dalam pemberdayaan Ekonomi Masyarakat Bangkalan, *Studi Manajemen*, 8 (1), 74-90.
- Badrudin (2014) *Dasar-Dasar Manajemen*. Bandung: Alfabeta.
- Fauzi, D., and Muhyani. (2019). Dakwah Berbasis Masjid: Studi Kasus Masjid Jogokariyan Yogyakarta, *Komunika: Journal of Communication Science and Islamic Dakwah*, 3 (2), 163-171.
- Haidar, I.A. (2003) *Etika Islam dari Kesalehan Individual Menuju Kesalehan Sosial* Jakarta: Al-Huda.
- Hasibuan, A. (2019). Potret Manajemen Masjid, *Tadbir*, 1 (2), 249-262.
- Hasibuan, M.S.P. (2001), *Organisasi dan Motivasi*. Jakarta: Bumi Aksara.
- Hasibuan, M.S.P. (2015) *Manajemen: Dasar, Pengertian, dan Masalah*. Jakarta: Bumi Aksara.
- Jannah, D.R. (2019). Analisis Pengelolaan Kas Masjid Agung Baing Yusuf Kabupaten Purwakarta (Ditinjau Dari Aspek Manajemen Dan Alokasinya), *Eksisbank*, 3 (2), 136-147.

- Kurniawan, D., Putri, D., and Sumraini. (2021). Implementasi Manajemen Masjid Agung As-Salam Kota Lubuk Linggau, *Al-Idaroh: Media Pemikiran Manajemen Dakwah*, 1 (2), 1-13.
- Musyanto, M.H., and Zakiyudin, I. (2021). Implementasi Manajemen Masjid Ramah Anak di Masjid Ar Rahmah Perak Utara Surabaya, *Masjiduna*, 4 (1), 15-20.
- Pradesyah, R., Susanti, D.A., and Rahman, A. (2021). Analisis Manajemen Keuangan Masjid Dalam Pengembangan Dana Masjid, *Misykat Al-Anwar: Jurnal Kajian Islam dan Masyarakat*, 4 (2), 155-168.
- Santoso, S.B. (2020). Manajemen Dakwah Sebagai Upaya Dalam Pengembangan Dan Pemakmuran Masjid Yamp Yaummi Fatimah Pati, *Qulubuna: Jurnal Manajemen Dakwah*, 1 (1), 40-54.
- Siswayanti, N. (2016). Fungsi Masjid Sendang Duwur Sebagai Wujud Akulturasi Budaya, *SMaRT: Studi Masyarakat Religi dan Tradisi*, 2 (2), 143-154.
- Sochimim, S. (2016). Manajemen Keuangan Masjid berbasis Pemberdayaan Ekonomi Umat, *el-JIZYA*, 4 (1), 119-150.
- Sofwan, R. (2013). Penguatan Manajemen Pemberdayaan Fungsi Masjid Al-Fattah di Kelurahan Krapyak Semarang, *Dimas*, 13 (2), 315-333.
- Taylor, S.J., et al., (2016), *Introduction to Qualitative Research Methods*. New Jersey: John Wiley & Sons.
- Terry, G.R., and Rul, L.W. (1999). Dasar-dasar Manajemen (Translated by G.A. Ticoalu). Jakarta: Bumi Aksara.
- Yusuf, A.A. (2007). *Implementasi Kesalehan Sosial dalam Perspektif Sosiologi Dan Alquran* Bandung: Humaniora Utama Press.
- Ziyad, A. (2019). Cinta Masjid, *Al-Umm*. 5 (11), 21-52.