



Management of Islamic Religious Activities by Event Organizer We The Fun

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Abstract

The increasing demand for event organizer services in organizing Islamic religious activities requires planned and professional management. This study aims to analyze the implementation of management functions of planning, organizing, implementing, and supervising by We The Fun Organizer in implementing Islamic religious activities in Medan City, using a qualitative approach of field research. Data were obtained from interviews with Fauzi Iswandi as the owner and key informant, supplemented by observation and documentation (event proposals, rundowns, evaluation reports) to strengthen data validity, then analyzed through data condensation, data presentation, and drawing conclusions. The results of the study indicate that planning includes determining concepts, targets, schedules, and technical requirements; organization is realized through the division of team tasks; implementation is supported by coordination and technical readiness; while supervision is carried out during and after the activity through evaluation. Obstacles encountered include changes in client requests, weather, delays, and changes in the schedule, which are overcome through intensive communication, team direction, and alternative plans. These findings confirm that the implementation of integrated management functions supports the implementation of structured, adaptive, and professional Islamic religious activities.

INTRODUCTION

The development of the creative industry has also influenced the way people organize activities, including Islamic religious activities, which are now increasingly varied in form, ranging from routine religious studies to large-scale Islamic festivals. This change has driven the need for event organizer services that are able to manage concepts, resources, and event implementation professionally, considering that an event is now seen as a planned experience that needs to be designed in a structured manner and according to the characteristics of the participants (Getz & Page, 2016). This change has driven an increasing need for event organizer services. *event organizer* who is able to manage concepts, human resources, equipment, communications, and a series of activities professionally. Management activities in the company *event organizer* includes communication with clients, internal coordination, division of tasks, and control of each stage of activity (Aryanto et al., 2024). *event organizer* also determines the regularity of the implementation of large-scale events that involve many parties and require complex technical readiness (Destriana & Febriansyah, 2024).

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Therefore, it can be said that marriage will be halal and honorable if the -based

The success of an event is determined not only by its technical smoothness, but also by the organizer's ability to create a meaningful experience for participants. This experience is formed through participants' interactions with the physical and social environment, the series of activities, and the atmosphere created during the event. Participant experiences can encompass affective, cognitive, physical, and novelty dimensions experienced during an event (Geus et al., 2016). Therefore, event organizer not only responsible for preparing the venue and equipment, but also need to ensure that the concept, communication, service, and activity schedule can support the achievement of the event's objectives. Management is basically the process of organizing resources through a series of interrelated functions to achieve organizational goals effectively and efficiently. George R. Terry divides management functions into planning (planning), organizing (organizing), implementation or driving (actuating), and supervision (controlling). Planning is needed to establish goals and work steps; organizing is used to determine the division of tasks and responsibilities; implementation functions to motivate organizational members; while supervision is carried out to ensure activities run according to plan (Terry & Rue, 2019). These four functions cannot be separated because weaknesses in one function can affect the entire process of achieving organizational goals (Handoko, 2021), (Tanjung et al., 2021). The application of management functions is becoming increasingly important in the implementation of Islamic religious activities, which now not only take the form of routine religious studies and commemorations of major holidays, but have also developed into large-scale tabligh (Islamic outreach), thematic studies, Islamic seminars, Islamic festivals, and even religious concerts. These various activities involve many parties, including participants, preachers, committees, and venue managers, thus requiring professional management, as well as creative and participatory packaging to increase community involvement, especially the younger generation (Maajid & Faridah, 2026).

In the context of contemporary da'wah, religious events can serve as a platform for conveying Islamic messages that adapt to cultural developments and societal communication patterns. The Hijrah Festival in Jakarta, for example, demonstrates that religious activities combined with popular culture and communication technology can broaden the reach of Islamic movements among urban youth (Hasan, 2019). Other studies have shown that community networks, lifestyles, shared activities, and social media can serve as vehicles for identity formation and religious mobilization among Muslim youth (Rosyid & Rijal, 2026). These findings emphasize that creativity in event packaging requires professional management without neglecting the substance of da'wah messages and Islamic values. In Medan, da'wah institutions, mosques, communities, Islamic community organizations, educational institutions, and youth groups organize various activities that require orderly, engaging, and Islamically compliant management. In this context, event organizers can act as professional partners, helping design concepts, prepare technical requirements, coordinate relevant parties, and evaluate activities. One of the event organizer service providers in Medan City is We The Fun Organizer, which in addition to handling general community activities is also involved in the implementation of Islamic religious activities. This involvement requires the ability to combine professionalism in event management with the religious character of the activities, from the stage concept to the publication materials, making the management of We The Fun Organizer relevant to study, especially regarding the implementation of the functions of planning, organizing, implementing, and supervising.

The implementation of activities is inseparable from various obstacles, such as changes in client requests, delays by involved parties, changes in the schedule, weather conditions, limited preparation time, and technical disruptions. Therefore, planning is

the basis for identifying needs and estimating risks that may arise during the activity (Purnomo et al., 2025). As an organization formed to carry out activities within specific time and resource constraints, event organizer It also requires adaptive management of relationships with various stakeholders. Stakeholder relationships and needs can change between the preparation, implementation, and evaluation stages of an activity (Kristiansen et al., 2021).

In addition to planning, event implementation requires consistent communication and coordination to ensure all parties have a shared understanding of the concept, tasks, and objectives of the event. Well-managed communication not only supports smooth technical operations but can also strengthen the event's identity and create a positive experience for participants (Nugroho et al., 2024). A structured management strategy is also needed to strengthen capacity. event organizer in facing changes and resolving obstacles during ongoing activities (Noor et al., 2025).

The principle of order and cooperation in the implementation of activities is related to the values taught in Islam. Allah SWT. says in Surah Ash-Shaff verse 4:

إِنَّ اللَّهَ يُحِبُّ الَّذِينَ يُقَاتِلُونَ فِي سَبِيلِهِ صَفًّا كَانَهُمْ بُنْيَانٌ مَرصُومٌ

Artinya: “Sesungguhnya Allah mencintai orang-orang yang berperang di jalan-Nya dalam satu barisan, seakan-akan mereka suatu bangunan yang tersusun kukuh.” (QS. Ash-Shaff [61]: 4) (Indonesia, 2019).

This verse demonstrates the importance of order, unity, division of roles, and cooperation in achieving common goals. The imagery of orderly rows and a solidly constructed structure emphasizes that any work requires coordination and strong relationships among the parties involved (Shihab, 2021). In organizing Islamic religious activities, these values can be realized through a clear division of tasks, focused communication, team member discipline, and responsibility in carrying out work. Thus, management is understood not only as an administrative tool but also as an effort to build order, professionalism, and trustworthiness in the implementation of da'wah activities.

A number of previous studies have discussed management event organizer from various perspectives. Research on public relations management activities at PT Mamex Production shows that public relations management event organizer requires communication, coordination, and the implementation of structured management functions ((Aryanto et al., 2024). However, this research focuses on corporate public relations activities and has not specifically addressed the implementation of Islamic religious activities. Research on Dyandra Promosindo's role in organizing the 2024 Indonesia International Motor Show Surabaya also demonstrates the importance of professionalism. event organizer in managing large-scale events, but the object of study is a commercial automotive exhibition (Destrina & Ikaningtyas, 2024).

Research on the Maybank Marathon 2023 management strategy found that the strength event organizer determined by the ability to formulate strategies, coordinate resources, and manage the implementation of activities (Noor et al., 2025). Research on planning in management event organizer emphasized that the success of an event is influenced by the readiness of the concept, division of work, scheduling, and management of needs from the early stages (Purnomo et al., 2025). Other studies show that communication and branding is a crucial element in establishing an event's identity and creating a strong impression on participants (Nugroho et al., 2024). While contributing to the study of event management, this research has not yet addressed the application of all management functions in the implementation of Islamic religious activities.

Studies on the Hijrah Festival show the development of patterns of organizing religious activities that combine da'wah, popular culture, communication technology, and urban Muslim engagement (Hasan, 2019). Studies on Muslim rider communities also show that community activities and lifestyle can be used as a means of forming

religious identity and engagement (Rosyid & Rijal, 2026). Meanwhile, research on the program innovations of the Indonesian Mosque Youth Communication Agency (BMKI) shows that adaptive, creative, and participatory programs can increase youth engagement in mosque activities (Maajid & Faridah, 2026). These studies focus on movements, communities, and innovations in religious programs, but have not yet analyzed the role of event organizer professional based on the functions of planning, organizing, implementing and supervising.

Based on previous research, there is a gap in the study of the involvement of professional event organizers in the implementation of Islamic religious activities, because previous research has mostly discussed commercial events, exhibitions, sports, and religious communities, while the study of the application of management functions by event organizers in Islamic religious activities in Medan City is still limited even though its success is not only determined by technical fluency, but also the ability to maintain Islamic da'wah messages, ethics, and values. The novelty of this study lies in the analysis of the application of George R. Terry's four management functions by We The Fun Organizer in the implementation of Islamic religious activities in Medan City, including planning, organizing, team coordination, supervision, obstacles, and efforts to resolve them. This study aims to analyze the application of these four management functions as well as obstacles and efforts to resolve them, so that activities can take place in a structured, adaptive, professional, and in accordance with Islamic values, while enriching the study of da'wah management and event management, and becoming evaluation material for event organizers, da'wah institutions, and religious organizations.

METHODS

This research uses a descriptive qualitative approach with the type of field research (field research). This approach was chosen to gain an in-depth understanding of the implementation of management functions by We The Fun Organizer in implementing Islamic religious activities in Medan City. Qualitative research allows researchers to understand the processes, actions, experiences, and considerations of managers based on conditions found directly in the field (Sugiyono, 2022). The research was conducted at We The Fun Organizer in Medan City, North Sumatra. Key informants were identified using the purposive sampling. Fauzi Iswandi, the owner, was selected due to his direct involvement in the planning, organization, implementation, and supervision of the activity. Interview data was supplemented by observations of the implementation team and activity documentation. Primary data was obtained through interviews and observations, while secondary data came from activity photos, program schedules, publication designs, and relevant literature (Abdussamad, 2021).

Data collection was conducted through in-depth interviews, observation, and documentation covering activity concepts, task allocation, coordination, supervision, obstacles, and efforts to resolve them, as well as supporting documents such as photos, event schedules, and publication designs to check the accuracy of the information. The researcher acted as the primary instrument (human instrument), supported by interview guidelines, field notes, and recording devices. Data analysis was conducted interactively from data collection to conclusion drawing, through the stages of condensation, presentation, and drawing and verifying conclusions (Miles et al., 2020). Data condensation was carried out by selecting, simplifying, and grouping the results of interviews, observations, and documentation based on the research focus. The grouped data were then presented in descriptive form so that the relationships between findings could be systematically understood, before conclusions were drawn in the form of patterns of management function implementation, obstacles, and resolution efforts undertaken by We The Fun Organizer (Hasibuan, 2021). Data were analyzed using George R. Terry's four management functions, namely planning (planning),

organizing (organizing), implementation (actuating), and supervision (controlling) as the primary analysis category (Terry & Rue, 2019). Data validity was maintained through technical triangulation by comparing the results of interviews, observations, and documentation. Conclusions were only drawn after information from the three techniques demonstrated a connection and consistency with the research focus.

RESULT AND DISCUSSION

The results of the study show that the management of Islamic religious activities by We The Fun Organizer applies George R. Terry's four management functions, namely planning (planning), organizing (organizing), implementation (actuating), and supervision (controlling). These four functions are implemented in an interrelated manner, starting from the preparation of the activity concept, division of tasks, implementation of the event, to monitoring and evaluation after the activity is completed.

Planning (Planning)

Planning is the initial stage in managing activities by We The Fun Organizer, starting through communication and discussion with the organizer regarding the theme, event concept, target participants, location, stage design, program schedule, performers, and technical needs. This is explained by the owner of We The Fun Organizer that, "Usually we discuss first with the organizer. We discuss the event theme, stage concept, activity rundown, number of participants, to other technical needs. Everything is designed from the start so that the event runs according to expectations" (F. Iswandi, personal communication, 2026). The activity concept is prepared based on the client's needs and objectives, with adjustments to the theme, participant character, and the conditions of the implementation location for each activity. In Islamic religious activities, this adjustment is important so that the creativity of the event packaging remains in line with educational and religious values, so that planning is not only oriented towards technical readiness, but also the substance and objectives of the activity.

Planning is the process of defining goals and determining the actions necessary to achieve them. This function serves as the foundation for organizing, implementing, and monitoring, as decisions made during the planning stage will impact the entire series of activities (Handoko, 2021). Structured planning helps teams identify resource requirements, determine work deadlines, set priorities, and anticipate potential risks during activities. The preparations made by We The Fun Organizer include the preparation of rundown, stage design, equipment selection, determining the performers, coordinating with the organizers, and anticipating technical obstacles. These findings align with research that places planning as the primary foundation of event management. event organizer Activity planning should include objectives, division of labor, schedule, funding, technical requirements, and alternative courses of action in the event of a change in circumstances (Purnomo et al., 2025). A planning strategy is also needed to maintain consistency between the activity concept, participant needs, and the organizer's technical capabilities.

Even though planning has been done from the beginning, changes from the client, whether schedule shifts, additional concepts, or technical requests close to the event date, still pose obstacles. An informant stated, "Sometimes there are schedule changes or additional concepts from the client that come close to the event date. Situations like this require the team to move quickly to make adjustments" (F. Iswandi, personal communication, 2026). The statement shows that activity planning is dynamic, because organizing an event involves the interests of various parties, for example changes in the stage concept that can affect equipment, division of tasks, costs, and preparation duration so that adaptability becomes an important part of the planning function. We The Fun Organizer's flexibility in responding to changes is one

of the strengths of event management, but it needs to be supported by recording changes, client confirmation, and alternative plans to avoid miscommunication, and to remain controlled so as not to reduce the substance of religious messages in Islamic activities.

Creative, adaptive, and participant-centered planning can increase community participation, particularly among the younger generation, in religious activities (Maajid & Faridah, 2026). Therefore, planning is not just about determining equipment and schedules; it also needs to consider participant experience, the appropriateness of the material, and the Islamic values to be developed. Based on research findings, We The Fun Organizer's planning is oriented towards client needs and field conditions, encompassing concepts, objectives, time, location, resources, and technical requirements. However, strengthening written procedures and contingency plans is still necessary to ensure any changes can be handled without disrupting the overall activity.

Organizing (Organizing)

The organizing function is implemented through the division of tasks based on operational work areas, equipment, publications, documentation, and coordination with the performers so that each member understands their work, authority, and responsibilities. This is explained by the informant that, "Each team member has their own tasks. Some focus on operations, equipment, publications, documentation, and coordination with the performers. This system makes the work easier to control." (F. Iswandi, personal communication, 2026). The division of tasks based on areas shows that We The Fun Organizer uses a functional work pattern: the operational area ensures implementation readiness, equipment handles technical needs, publications convey information, documentation records the event, and coordination ensures the readiness of the performers. Each area handles different jobs but is still directed towards the same goal.

Organizing is the process of grouping tasks and regulating work relationships to ensure coordinated activities, thus helping to prevent overlapping work (Tanjung et al., 2021). In Islamic religious activities, a clear division of tasks is crucial because event implementation involves both technical and substantive dimensions. Therefore, the team must ensure the stage and equipment are ready while maintaining the event's alignment with Islamic values. Internal coordination is carried out through meetings, digital communication, and pre-activity briefings. These briefings are used to communicate progress on preparations, changing needs, and issues that need to be resolved together. The importance of pre-activity briefings was emphasized by an informant who stated, "Usually we do briefing" Before the event begins, all team members must understand their respective responsibilities to avoid miscommunication during the event" (F. Iswandi, personal communication, 2026). The briefing serves as a final check of team readiness, confirming tasks, positions, and actions when changes occur. This demonstrates that task allocation is insufficient without communication that ensures each member understands the relationship of their work to other parts.

This finding aligns with research at PT Mamex Production, which found that inter-divisional coordination and communication management are crucial for reducing misinformation and strengthening internal and external team relationships (Aryanto et al., 2024). We The Fun Organizer's organization also involved collaboration with vendors (sound system, multimedia, decorations), which expanded the organizational structure of the event; delays in information to one party could impact the readiness of other departments. This division of tasks and coordination is related to the principle of order in Surah Ash-Shaff verse 4, which describes unity through the analogy of a solidly structured building whose strength is formed through the relationships and cooperation of each element (Shihab, 2021). In the context of event management, this value is realized through clear responsibilities, discipline, coordination, and the

willingness of each member to carry out their mandate. We The Fun Organizer's organizational function extends beyond internal task division to cross-party coordination. While dividing tasks by area is a strength in event management, it can potentially lead to information discrepancies between internal teams, clients, performers, and vendors risks addressed through meetings, digital communication, and briefings. Organization can be strengthened if each task is provided with a person in charge, a deadline, and a replacement procedure, as a written work structure can reduce reliance on verbal communication and help the team monitor work progress.

Implementation (Actuating)

Implementation is the stage when concepts, plans, and task allocations are translated into concrete activities. Research shows that before the event began, the We The Fun Organizer team re-inspected the equipment and readiness of each area. During the event, floor director in charge of controlling the course of events based on rundown, while the operational team prepares to handle technical needs and changes that occur in the field. The informant explained this process: "On the day of implementation, we recheck all equipment." Floor director in charge of organizing the event according to rundown. The operational team is also always on standby if there are any sudden changes" (F. Iswandi, personal communication, 2026).

The review serves as a link between the planning and implementation stages. This activity ensures that equipment, program schedule, task allocation, member positions, and communication with the performers are in accordance with the plan. During implementation, floor director The executive director acts as a control center connecting the stage, performers, MCs, documentation, and technical teams so that any changes can be promptly coordinated. Theoretically, the implementation function relates to efforts to motivate organizational members to carry out tasks in accordance with objectives. Implementation requires not only instructions, but also leadership, communication, motivation, coordination, and decision-making skills (Handoko, 2021), (Terry & Rue, 2019). In the context of We The Fun Organizer, this function is seen through pre-event briefings, communication during the event, controlling the event's progress, and taking swift action when changes or obstacles are encountered.

The implementation of activities also requires exemplary behavior from leaders and coordinators. In festival governance, the role of leaders is as role model Leadership is not only evident through instruction, but also through their ability to shape work processes and direct members to maintain the sustainability of activities (Aswoyo & Sularso, 2020). In the context of We The Fun Organizer, this exemplary behavior can be demonstrated through discipline, readiness to face obstacles, direct involvement in problem-solving, and consistency in carrying out responsibilities. A leader's exemplary behavior can encourage team members to demonstrate the same level of readiness and responsibility throughout the activity.

The leadership style implemented by We The Fun Organizer prioritizes communication and teamwork. Members are given the opportunity to convey information, provide input, and help resolve issues that arise during activities. This approach was expressed by an informant who stated, "We prioritize communication and teamwork. If there are obstacles, we usually discuss them immediately so that the problem can be resolved quickly" (F. Iswandi, personal communication, 2026). This communication pattern allows information regarding field conditions to be received immediately by responsible members so that remedial actions can be taken without delay.

This description demonstrates a participatory leadership style, as problem-solving involves the exchange of information among team members, rather than simply one-way instructions. This style is crucial in event management because multiple issues can arise simultaneously and require rapid coordination. Effective implementation is also supported by interpersonal relationships and trust among

members, which serve as the foundation for communication, coordination, and collaboration in achieving program objectives (Octavianti et al., 2023). These findings reinforce research findings that participatory communication within We The Fun Organizer can accelerate information exchange and resolve issues during activities. Trust also allows team members to take action according to their responsibilities without having to wait for instructions on every technical issue.

Ability event organizerManaging communication and human resources also determines the smooth running of activities. Managing large-scale events requires rapid coordination because a single change can impact the schedule, equipment, performers, and participant movement (Destriana & Febriansyah, 2024). Therefore, communication during the event must be concise, clear, and directed to the responsible parties. Information regarding changes must also be conveyed through designated communication channels to avoid conflicting instructions among team members.

The research results found several obstacles in the implementation stage, namely changes in the weather, delays in event performers, and changesrundown. This condition was explained by the informant that, "If the event is held outdoors, the weather is a significant factor. In addition, changes...rundownand delays in the event organizers also often occur, so the team must be prepared with various alternatives" (F. Iswandi, personal communication, 2026). These findings show that the implementation of activities does not always proceed completely according to plan because it is influenced by internal and external conditions.

Weather changes, especially during outdoor activities, can impact equipment safety, participant comfort, and the availability of alternative locations. Delays in event organizers can also alter the event schedule, requiring rapid communication between the MC, performers, stage crew, documentation team, and technical team. If coordination is poor, changes can cause confusion and disrupt the smooth running of the event. We The Fun Organizer addressed these issues by preparing alternatives and making decisions based on the situation on the ground. These findings suggest that successful implementation depends not only on the initial plan but also on the team's ability to adapt to change. Therefore, event management requires a balance between consistency with the concept and flexibility in dealing with unforeseen circumstances (Noor et al., 2025). In this context, flexibility can be understood as the ability to change operational steps without compromising the activity's primary objectives.

Obstacle handling should be strengthened through structured procedures. Contingency plans for weather changes, performer delays, equipment problems, and schedule changes should be prepared in advance, including clear decision-makers and communication channels. Technical adjustments should still preserve the substance and objectives of Islamic religious activities. Thus, professionalism involves not only smooth technical execution but also maintaining Islamic values and messages.Managing communication and event identity also plays a crucial role in the implementation phase. The format of publications, stage concepts, program schedules, visual materials, and how participants interact can influence the event's image. Consistent communication helps build the event's identity and enhances the participant experience (Nugroho et al., 2024). In Islamic religious activities, this identity needs to be directed to support educational and religious messages, not just create visual appeal. Creative event packaging needs to be positioned as a means to help participants receive religious messages in a more engaging and understandable way. The existence of We The Fun Organizer demonstrates thatevent organizernot only plays a role in entertainment or commercial activities, but also religious activities. Their roles include managing concepts, directing teams, organizing resources, coordinating, and handling obstacles. The implementation function is carried out through readiness checks and control.floor director, participatory communication, teamwork, and adaptive decision-making. This management helps activities run more structured, but

it still needs to be strengthened through documented communication channels and problem-solving procedures.

Supervision (Controlling)

Supervision is carried out to ensure activities align with the established concept, objectives, and plans. We The Fun Organizer conducts supervision from preparation, implementation, and after the event. Supervision includes team and equipment readiness, as well as the progress of the event, rundown, punctuality, and inter-sectoral coordination. After the event concludes, a joint evaluation is conducted to determine the successes and shortcomings of the activity. This was confirmed by an informant who stated, "After the event is over, we usually hold an evaluation with the entire team. We discuss what went well and what still needs improvement." (F. Iswandi, personal communication, 2026). Evaluation serves as a means of comparing implementation results with established plans. Emerging issues are discussed to identify causes and determine improvements. Thus, experiences from one activity can be used to improve preparation for the next. This process aligns with the management of the Bandung Isola Performing Arts Festival, which prioritizes problem identification, planning, implementation, discussion, and evaluation as interconnected stages (Sukmayadi & Masunah, 2020). Thus, evaluation serves not only to identify deficiencies but also to generate knowledge that can be used to continuously improve the quality of event management.

Theoretically, monitoring is the process of establishing implementation measures, comparing results with plans, identifying deviations, and taking corrective action. This function is necessary so that organizations not only recognize the successes achieved but also understand areas that are not performing according to objectives (Handoko, 2021), (Hasibuan, 2021). Monitoring conducted during an activity is corrective in nature because it is aimed at resolving immediate problems. Meanwhile, post-activity evaluation is reflective in nature because it is used as learning for the implementation of subsequent activities.

Direct supervision is carried out by the leaders and coordinators of each division. If there are delays, changes to the program, or technical issues, the team immediately makes adjustments. This demonstrates that supervision is carried out not only through formal procedures but also through communication and rapid decision-making. The success of the event is assessed by client and participant satisfaction, the number of participants, punctuality, conformity to the concept, and the lack of obstacles. An informant explained, "The measure of an event's success for us is client and participant satisfaction. If the event runs according to the concept and the client is satisfied, it means the goal of the event has been achieved." (F. Iswandi, personal communication, 2026). We The Fun Organizer's supervision focuses not only on technical aspects but also on service quality. The event's conformity to the concept and client satisfaction are indicators of success. However, the satisfaction assessment in this study came from the business owner, not directly from clients or participants, so it is more appropriately understood as the manager's perception. Furthermore, the evaluation is still qualitative and is not supported by instruments such as satisfaction scores, evaluation forms, or structured feedback documentation. Evaluation still relies on verbal communication, team observations, and informal responses from clients.

More measurable oversight requires client and participant assessments as feedback on activity implementation. In event management based on the IPPAR model, the action and reputation phase includes public assessments used to determine the acceptance and response to the implemented program (Gustini et al., 2023). Therefore, client and participant satisfaction should not only be known through informal communication but also recorded through questionnaires, feedback forms, short interviews, or documentation of complaints and suggestions. This data can serve as the basis for a more objective evaluation and demonstrate the quality of We The

Fun Organizer's services. Client evaluation forms, technical checklists, change logs, and constraint reports can make evaluations more systematic. This documentation can also provide material for improvements in subsequent activities. The four management functions are interrelated. Monitoring results inform subsequent planning, while changes in client requests and constraints can influence the division of tasks and supervision. Thus, the management function at We The Fun Organizer operates as a mutually influencing cycle.

The obstacles identified consisted of internal and external factors. Internal factors included miscommunication, delayed information, unprepared equipment, and lack of team coordination. External factors included changes in client requests, delays in performers, weather, and location conditions. Internal obstacles were addressed through briefing, task allocation, digital communication, monitoring, and evaluation, while external constraints are addressed through concept adjustments, quick decisions, client coordination, and alternative development. The findings of this study expand on previous studies that primarily discussed event organizer management in commercial, exhibition, and sporting activities (Aryanto et al., 2024), (Destriana & Febriansyah, 2024). This study shows that the functions of planning, organizing, implementing, and supervising are also applied in organizing Islamic religious activities. The difference lies in the need to maintain alignment between the creativity of event packaging, client interests, participant comfort, and the substance of religious values. Supervision of religious activities should assess not only technical performance but also religious objectives, message accuracy, participant acceptance, and Islamic values. Overall, We The Fun Organizer has applied planning, organizing, implementation, and supervision effectively. However, professionalism can be improved through written work standards, risk mapping, checklists, and evaluation instruments.

Implications of the Implementation of Management Functions on the Professionalism of Islamic Religious Activities. Research findings indicate that planning, organizing, implementation, and supervision at We The Fun Organizer are interconnected within a single management cycle. Planning serves as the basis for task allocation, implementation provides field experience, and supervision provides input for improvements in subsequent activities. This demonstrates that the management function in religious activities is dynamic and adaptive in the face of change (Terry & Rue, 2019). The practical implication of these findings is the need to strengthen documented work systems. Task allocation, team communication, and evaluation have been implemented, but their implementation still needs to be supported by standard operating procedures. We The Fun Organizer can develop technical checklists, responsibility allocation matrices, work schedules, communication channels, client change request forms, and activity risk mapping. Such documentation can reduce reliance on verbal communication and team members' improvisational skills. A documented management strategy also helps event organizers maintain consistency of service when handling activities with different scales, locations, and participant characteristics (Noor et al., 2025).

Strengthening supervision requires measurable indicators such as client satisfaction, punctuality, participation, and event execution. For Islamic activities, evaluation should also assess religious objectives, message accuracy, participant engagement, and compliance with Islamic ethics. Creative programs suited to community characteristics can further increase participation. (Maajid & Faridah, 2026). Therefore, using participant feedback forms can help organizers understand the impact of activities more comprehensively. The research results also have implications for Islamic missionary institutions and organizations. Event organizers can be a professional partner in translating activity objectives into technical concepts, but they still do not replace the authority of religious institutions in determining the material and direction of activities in accordance with Islamic principles. Event communication and identity

also influence public acceptance. Visual concepts, publicity language, stage layout, program schedule, and interaction with participants can shape the activity's identity (Nugroho et al., 2024). In Islamic religious activities, this identity needs to balance creativity, professionalism, simplicity, and religious substance so that creativity continues to support the delivery of the main message.

From an Islamic perspective, professionalism in event management is linked to the principles of order, responsibility, cooperation, and trustworthiness. As previously discussed in Surah Ash-Saff verse 4, these principles of order and cooperation are also relevant in the broader context of professionalism in religious activities (Shihab, 2021). In event management, professionalism is reflected in clear task division, discipline, cooperation, and responsibility. This study extends George R. Terry's management functions to Islamic religious activities by adapting them to Islamic ethics and values. Its novelty lies in the collaboration between event organizers, who manage technical aspects and coordination, and religious institutions, which maintain the event's religious substance and objectives. This collaboration supports well-organized and professional Islamic activities in Medan City.

CONCLUSION

We The Fun Organizer has implemented George R. Terry's four management functions of planning, organizing, implementing, and supervising in the implementation of Islamic religious activities in Medan City, starting from the preparation of concepts with clients, the division of team tasks, event control by the floor director, to post-event evaluation. Obstacles such as changes in client requests, weather, and delays in performers were overcome through coordination and quick decision-making. These findings confirm that event organizers can be strategic partners for Islamic institutions, provided that the success of the activity is still measured by the achievement of Islamic values, not just technical fluency, and is supported by a more documented work system. This research is limited to one event organizer and one key informant; further research is recommended to involve more informants and compare several event organizers.

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