



The Al Muhtadin Mosque Prosperity Agency's Da'wah Management in Managing Islamic Programs to Improve the Quality of the Congregation's Diversity

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Abstract

Mosques function not only as places of worship, but also as centers for da'wah, education, and community empowerment, the optimization of which depends on the planned management of Islamic programs. The Al Muhtadin Mosque Prosperity Agency (BKM) of Binjai City implements da'wah management systematically, however, studies that examine the four functions of da'wah management (planning, organizing, implementing, supervising) in their entirety and their contribution to the quality of congregational religiosity in community-based mosques are still limited. This study aims to analyze the implementation of these functions and their contribution to improving the quality of congregational religiosity. The research used a qualitative field research approach with a case study design. Informants included the mosque head, the head of the Islamic affairs division, and the head of the Islamic affairs division. Data were collected through observation, interviews, and documentation, and analyzed using the Miles, Huberman, and Saldaña model. The results show that planning is carried out through deliberation, organization through a clear division of tasks, implementation through Islamic programs involving administrators and congregants, and supervision through regular monitoring and evaluation. These four functions contribute to increased congregational participation, youth development, social awareness, and strengthening the mosque's function as a center for preaching, education, and community empowerment.

INTRODUCTION

Mosques are religious institutions that play a strategic role in the lives of Muslims. In addition to serving as places of worship, mosques also serve as centers for education, religious guidance, social activities, and community empowerment. With the development of modern society, the function of mosques has undergone significant changes, as they are no longer merely places for ritual worship but also spaces for community development, capable of addressing various community needs. Social change, the development of information technology, and the dynamics of community life require mosques to have a more professional management system to maintain their existence as centers for Islamic preaching and development. Therefore, the success of mosques in carrying out these various functions depends heavily on the quality of management implemented by mosque administrators (Saerozi et al., 2023).

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From a da'wah perspective, mosque management cannot be separated from the application of da'wah management. Da'wah management is the process of managing all da'wah activities through planning, organizing, implementing, and controlling to achieve da'wah goals effectively and efficiently. This concept aligns with the management theory put forward by (Terry & Rue, 2019), who asserts that an organization's success is determined by its ability to implement management functions in an integrated and sustainable manner (Terry, 2021). In the context of mosque management, the application of these management functions serves as a crucial foundation for designing, implementing, and evaluating various Islamic programs aimed at fostering and improving the quality of the congregation's religious life. This conceptual foundation is further strengthened by normative values derived from the Qur'an. Allah SWT says:

إِنَّ اللَّهَ يُحِبُّ الَّذِينَ يُقَاتِلُونَ فِي سَبِيلِهِ صَفًّا كَانَهُمْ بُنْيَانٌ مَرصُورٌ

"Indeed, Allah loves those who fight in His way in orderly rows, as if they were like a solidly built building." (QS. Ash-Shaff [61]: 4).

This verse illustrates that every da'wah activity should be carried out in a planned, organized manner, and based on good cooperation so that the goals of da'wah can be achieved effectively. The value of order (*nizham*) contained in this verse is one of the foundations for implementing da'wah management functions, namely planning, organizing, implementing (actuating), and monitoring (controlling). Therefore, managing Islamic programs in mosques requires a good management system so that all da'wah activities run effectively, efficiently, and provide optimal benefits for the congregation.

Islamic programs are one of the main instruments in implementing mosque da'wah. Programs such as regular religious studies, thematic studies, youth development programs, Islamic holiday commemorations, socio-religious activities, and community empowerment require planned and systematic management to provide optimal benefits to the congregation. The success of an Islamic program is measured not only by the number of activities carried out, but also by the impact it has on changing the attitudes, behavior, and religious understanding of the congregation. In this regard, the quality of the congregation's religiousness is an important indicator for assessing the effectiveness of the implementation of Islamic programs organized by the mosque. The quality of religiousness is not only reflected in increased ritual worship but also in increased religious understanding, social awareness, morals, and active involvement in various community activities. Research conducted by (Hanafi & Soiman, 2022) shows that good mosque management can increase community religiosity through sustainable religious guidance.

On the other hand, social developments present various challenges in implementing mosque da'wah. Today's congregations require not only ceremonial religious activities but also contextual, applicable guidance that addresses various daily life issues. This situation requires mosque administrators to present innovative, adaptive programs that are tailored to the community's needs. (Triadi et al., 2024) explain that structured religious program management can increase community religious activity while expanding the reach of da'wah to various congregation groups.

The successful management of Islamic programs is greatly influenced by the role of the Mosque Prosperity Agency (BKM), the organization responsible for managing all mosque activities. BKM functions not only as an administrative manager but also as the primary driver of da'wah activities, community development, and the development of Islamic programs. Good management will impact the effectiveness of the programs implemented, the level of congregational participation, and the quality of religious community living in the mosque's surroundings (Arsam et al., 2024).

Therefore, the existence of BKM is a crucial factor in determining a mosque's success in carrying out its da'wah functions and sustainable community development.

The phenomenon of mosque management in various regions shows that the quality of the applied da'wah management varies. Some mosques have been able to manage Islamic programs professionally, resulting in effective da'wah activities and broad support from the congregation. However, many mosques still face various obstacles such as limited human resources, suboptimal coordination between administrators, weak program evaluation systems, and fluctuations in congregation participation in various religious activities. These conditions indicate that the success of Islamic programs is not only determined by the availability of programs, but also influenced by the quality of da'wah management implemented by mosque administrators (Kamilia & Kusnawan, 2025).

One mosque that actively organizes various Islamic programs is the Al Muhtadin Mosque, located on Jalan Jawa, Lingkungan IV, Damai Village, North Binjai District, Binjai City. This mosque regularly holds various religious activities such as weekly religious studies, thematic studies, mosque youth development, socio-religious activities, and Islamic holiday commemorations involving the congregation and the surrounding community. The existence of these various programs demonstrates the efforts of the Mosque Prosperity Agency in carrying out its da'wah function sustainably. However, the ever-evolving social dynamics of society, the need for development of the younger generation, and the demand for improving the quality of religious services present challenges that must be responded to through an effective and targeted management system. These conditions make the Al Muhtadin Mosque a relevant location to examine how da'wah management functions are applied in the management of Islamic programs to improve the quality of the congregation's religiosity (Munir & Ilaihi, 2021).

Several previous studies have examined the implementation of da'wah management in mosque management with various focuses. Research conducted by Hari Tambah Syahputra Jaya Munthe and Mohd Iqbal Abdul Muin (2026) from the Faculty of Da'wah and Communication of UIN North Sumatra entitled "Da'wah Management of BKM Ar-Ridha in Improving the Religious Understanding of its Congregation" shows that the success of the Mosque Prosperity Agency in improving the religious understanding of its congregation is influenced by the implementation of da'wah management functions which include systematic planning, organizing, implementing, and monitoring. The study focuses on improving the religious understanding of the congregation through the management of mosque da'wah activities. Furthermore, research by (Tanjung et al., 2021) from the Faculty of Da'wah and Communication of UIN North Sumatra entitled "Da'wah Training Management for Da'iyah in the MUI Ulama Cadre Education Program of North Sumatra" explains that the success of a da'wah program is largely determined by the implementation of effective management functions, starting from the planning, organizing, implementing, to program evaluation. The research confirms that da'wah management is an important instrument in achieving the goal of sustainable religious development (Yani, 2021).

In addition, the research of (Saerozi et al., 2023) regarding Mosque Management for the Prosperity of the Congregation in the Typology of Mosques in Kendal Regency concluded that professional mosque governance can increase the prosperity of the congregation through optimizing religious services, strengthening mosque organizations, and increasing community participation in various Islamic activities. The results of this study indicate that the quality of mosque organizational management has a close relationship with the success of the community development program. The research of (Arsam et al., 2024) entitled Management of Da'wah Takmir of Jogokaryan Mosque in Building Islamic Civilization in Mantrijeron Yogyakarta also shows that the implementation of da'wah management functions can encourage the

success of the mosque da'wah program through a planned organizational system, good coordination between administrators, and continuous supervision so that da'wah activities can run more effectively. Meanwhile, the research of (Triadi et al., 2024) regarding Mosque Management in Increasing Religious Activities at the Nurul Iman Mosque, Sei Sentosa Village, Labuhanbatu, explains that structured management of religious programs is able to increase community religious activities and strengthen the involvement of the congregation in various activities organized by the mosque.

Based on the results of the review of previous studies, there are still research gaps that need to be studied further. The research of (Munthe & Muin, 2026) focuses more on the implementation of the da'wah management of the Mosque Prosperity Agency in improving the religious understanding of the congregation, while the research of (Simarmata & Misrah, 2024). Meanwhile, the research of (Saerozi et al., 2023), (Arsam et al., 2024), and (Triadi et al., 2024) tends to discuss mosque governance, da'wah development strategies, and increasing community religious activities in general. There has not been found any research that specifically integrates the implementation of the da'wah management functions of the Mosque Prosperity Agency in the management of Islamic programs with an orientation towards improving the quality of the congregation's religiosity at the community level mosque, especially at the Al Muhtadin Mosque in Binjai City. Thus, this research is present to fill this gap through a more comprehensive analysis of the relationship between the functions of planning, organizing, implementing, and supervising with improving the quality of the congregation's religiousness (Sukayat, 2021).

The novelty of this research lies in the analysis of the implementation of the da'wah management functions of the Al Muhtadin Mosque Prosperity Agency which is not only studied from the aspect of the application of the planning, organizing, actuating, and monitoring functions, but also analyzed its contribution to improving the quality of the congregation's religiousness through the management of Islamic programs in a sustainable manner (Wahidin, 2022). In contrast to previous research that focused more on da'wah strategies, mosque organizational governance, or increasing community religious activities in general, this research provides an empirical picture of how the implementation of the da'wah management function by the Mosque Prosperity Agency at the community level is able to build congregation participation, strengthen religious guidance, and improve the quality of community religiousness in the Al Muhtadin Mosque environment in Binjai City.

Based on the background, previous research, and research gaps, the problem formulation in this research is: (1) how is the implementation of the da'wah management functions of planning, organizing, implementing (actuating), and supervising (controlling) of the Al Muhtadin Mosque Prosperity Agency in managing Islamic programs and (2) how does the implementation of these da'wah management functions contribute to improving the quality of the congregation's religiosity.

METHODS

This study employed a qualitative approach with field research and a case study design, aiming to gain a deeper understanding of the implementation of BKM Al Muhtadin's da'wah management based on the experiences and social interactions of informants (Creswell & Creswell, 2023). The case study design was chosen because the research focused on a single object, namely BKM Al Muhtadin, thus allowing for a comprehensive overview of the implementation of da'wah management functions (Marisa & Samosir, 2025).

Informants were selected using the technique purposive sampling (Moleong, 2021), consisting of the Head of the Mosque (Mr. Nuryoto), the Head of the Idarah Division (Mr. H. Danuri), and the Head of the Imarah Division (Saidah, 2024) (Mr. M. Said), who were selected because of their direct involvement in the planning,

organizing, implementing, and supervising of Islamic programs. In addition to these three primary informants, this study also involved two active congregants of the Al Muhtadin Mosque as supporting informants, who were selected using the technique purposive sampling based on the criteria of actively participating in the mosque's Islamic programs in the past year. The identities of the two congregational informants are kept confidential and are referred to as Informant J1 and Informant J2 in the data presentation. Data from the congregational informants are used to obtain the perspective of the program beneficiaries, as well as part of source triangulation. Data were collected through observation, in-depth interviews, and documentation (organizational structure, activity schedules, meeting minutes, activity photos). The main instrument is the researcher himself (human instrument), assisted by observation guidelines, interview guidelines, and recording tools (Sugiyono, 2022).

Data analysis used the interactive model of (Huberman & Miles, 2014) data condensation, data presentation, and conclusion drawing. Data validity was tested through source triangulation (comparing information from three informants) and technical triangulation (comparing the results of observations, interviews, and documentation) to increase data credibility, dependability, and confirmability (Creswell & Creswell, 2023). The research was conducted in four stages: preparation (focus determination, instrument development, permitting), data collection, data analysis (continuous from the beginning), and preparation of the report in the form of a scientific article (Nurdin, 2022).

RESULT AND DISCUSSION

Result

Overview of Al Muhtadin Mosque

This research was conducted at the Al Muhtadin Mosque, located on Jalan Jawa, Lingkungan IV, Damai Village, North Binjai District, Binjai City. The Al Muhtadin Mosque is one of the mosques that actively organizes various religious and social activities. The management of the mosque's activities is carried out by the Mosque Prosperity Board (BKM), which consists of the BKM Chairperson, BKM Deputy Chairperson, Treasurer, and several administrators who assist in the implementation of mosque activities. Based on the results of observations, the Al Muhtadin Mosque is not only used as a place for carrying out obligatory and voluntary worship, but also serves as a center for community religious development through various Islamic programs. These programs include regular religious studies, Islamic studies, mosque youth development, commemoration of Islamic holidays, socio-religious activities, and activities involving the surrounding community. The existence of these programs indicates that the mosque has a fairly active function in fostering the religious life of the congregation.

Al Muhtadin Mosque Prosperity Agency's Da'wah Management in Managing Islamic Programs

1. Islamic Program Planning by the Mosque Prosperity Agency

Based on an interview with the Head of the BKM, it was discovered that Islamic program planning is carried out through joint discussions with mosque administrators. These meetings are held periodically to discuss the needs of the congregation, determine the types of activities to be implemented, develop activity schedules, and appoint responsible parties for each program. The Head of the BKM explained that the development of Islamic programs takes into account the conditions and needs of the congregation in the mosque's immediate environment. The planned programs focus not only on worship activities but also include religious and social development activities.

Based on interviews, the programs planned by the BKM include regular weekly religious studies, monthly Islamic studies, youth development at the mosque,

commemorations of Islamic holidays, social assistance, Ramadan activities, and other religious activities tailored to specific occasions. Each program is included in the activity agenda, which serves as a guideline for mosque operations. Head of Department He explained that before an activity is implemented, the management first coordinates the needs for the activity, including funding, equipment, resource persons, and the division of tasks among each manager. This ensures that each program to be implemented has a pre-planned plan.

2. Organizing Islamic Programs

The research results show that the organization of Islamic programs is carried out through the division of tasks and responsibilities among each member of the Mosque Prosperity Board (BKM). The Head of the BKM is responsible for coordinating all activities and making decisions related to program implementation. The Head of the Idarah Division assists in coordination and ensures that each division carries out its duties according to the agreed-upon plan. The Head of the Imarah Division is responsible for managing and overseeing the use of activity funds. Additionally, other administrators are involved in various activities according to their abilities and the duties assigned by the core administrators.

Based on interviews, coordination between administrators is achieved through direct communication and internal meetings held prior to activities. For activities involving large congregations, administrators form an executive committee to facilitate the division of tasks during the event. Observations indicate that the division of tasks in implementing activities has been quite clear. Each administrator understands their assigned responsibilities, ensuring that activities can proceed according to established plans.

3. Implementation of Islamic Programs

Islamic programs at the Al Muhtadin Mosque are carried out routinely and continuously. According to interviews with informants, the most frequent activity is weekly religious study groups attended by congregants from the surrounding area. Additionally, Islamic studies are held with speakers from both inside and outside the mosque. Mosque youth development activities are also one of the programs implemented by the BKM. Mosque youth are involved in various religious activities, committees, and social events organized by the mosque. This involvement aims to increase the participation of the younger generation in religious activities.

During certain times, such as Ramadan, Islamic programs experience an increase. These activities include breaking the fast together, reciting the Quran, religious lectures, community outreach, and commemorating Islamic holidays. Observations indicate that these activities receive good participation from the congregation. The Head of the Islamic Funds Division explained that the implementation of Islamic programs is supported by funds derived from congregational donations, community donations, and other legitimate sources. These funds are used to support the operational needs of the mosque's activities.

4. Supervision and Evaluation of Islamic Programs

The research results show that program implementation is directly monitored by the BKM Chairperson and other administrators. Supervision is conducted throughout the program to ensure that it proceeds according to the previously developed plan. After the activity was completed, the management held an evaluation meeting to discuss the program's progress. The evaluation was conducted by identifying various strengths and weaknesses during the program's implementation.

The evaluation results are used as considerations for organizing subsequent activities. According to an interview with the Head of the Idarah Division, the evaluation was conducted through deliberation and involved the administrators involved in the activity. Through this evaluation, the administrators were able to identify any obstacles that arose during program implementation and determine

necessary corrective measures. In addition to evaluating activities, monitoring is also carried out on the use of program funds. The Head of the Imarah Division submits a report on fund usage to the management as a form of accountability and transparency in mosque financial management.

The Impact of Islamic Program Management on the Quality of Congregation Religiousness

Interviews and observations show that the Mosque Welfare Agency (BKM) has positively influenced congregational religious life. Participation in religious, social, and youth activities has increased, although written attendance data were not available to confirm this trend. The programs also strengthened communication and social relationships among congregants. Informants J1 and J2 stated that the programs improved religious understanding, participation, and social awareness. Overall, the BKM's programs were considered beneficial and responsive to community needs.

Supporting Factors And Inhibiting Factors in the Management of Islamic Programs

The research results indicate that several factors support the sustainability of Islamic programs at the Al Muhtadin Mosque. These factors include congregational support, management cohesion, community participation, and the availability of adequate facilities and infrastructure to support activities. In addition to supporting factors, the study also identified several inhibiting factors in managing Islamic programs. These factors include time constraints for some administrators due to work commitments, suboptimal activity documentation, and fluctuating attendance levels for certain activities. Despite these challenges, the various obstacles encountered did not hinder the overall implementation of the program. The Mosque Prosperity Agency management continues to strive to implement various Islamic programs within its capabilities and resources, ensuring that da'wah activities at the Al Muhtadin Mosque can continue sustainably.

Discussion

Al Muhtadin Mosque Prosperity Agency's Da'wah Management in Managing Islamic Programs

1. Islamic Program Planning in the Da'wah Management of the Al Muhtadin Mosque Prosperity Agency

The first finding of this study aims to analyze the implementation of the planning function in the da'wah management of the Al Muhtadin Mosque Prosperity Agency. Based on the results of interviews with Mr. Nuryoto, the Chairman of the Al Muhtadin Mosque, it was discovered that all Islamic programs are first planned through deliberation with the management. Planning is carried out by considering the needs of the congregation, the conditions of the surrounding community, budget availability, and the human resources of the mosque so that each program is truly in line with the desired da'wah goals.

Mr. Nuryoto explained:

"Before any activity is carried out, we always hold a meeting with the management. We first assess the congregation's needs, determine the format of the activity, the division of tasks, the implementation time, and even the budget required to ensure the program runs smoothly." (Interview with Mr. Nuryoto, Chairman of the Al Muhtadin Mosque).

Based on the interview results, it can be understood that the planning process not only functions as an agenda for activities but also serves as a strategic step in determining the direction of da'wah implementation at the Al Muhtadin Mosque. The joint deliberations demonstrate the application of participatory principles in da'wah management, ensuring that each administrator shares equal responsibility for the success of the agreed-upon program. Furthermore, the process of identifying the

congregation's needs before program development demonstrates that the administrators are not solely focused on implementing routine activities but also strive to tailor Islamic programs to the needs of the community.

This finding aligns with research by (Munthe & Muin, 2026) and Mohd Iqbal Abdul Muin, which explains that the successful implementation of the Mosque Prosperity Agency's da'wah management is heavily influenced by a participatory, systematic, and congregation-focused planning process. This similarity indicates that deliberation is a key characteristic of da'wah management implementation in mosque organizations in general. The findings on this planning aspect confirm that the success of an Islamic program is determined not only by the number of activities implemented, but also by the quality of the planning process, which is systematic, participatory, and oriented towards the needs of the congregation. This quality of planning then becomes the foundation for the next management function, namely organizing.

2. Organizing Islamic Programs in the Da'wah Management of the Al Muhtadin Mosque Prosperity Agency

After the Islamic program is planned, the next stage in the da'wah management cycle is organizing (organizing), namely how the plan is translated into a division of tasks and work structure. Based on the results of an interview with Mr. H. Danuri as Head of the Idarah (Management) Division, it was discovered that the Al Muhtadin Mosque Prosperity Agency has an organizational structure with a division of tasks, authority, and responsibilities according to their respective fields. The division of tasks is carried out so that each Islamic program can be implemented in a coordinated, effective manner, and in accordance with the planned objectives. Coordination between fields is carried out continuously through communication and deliberation, so that all administrators can work synergistically in supporting the success of the mosque's da'wah programs.

Mr. H. Danuri explained:

"In this mosque, each administrator has their own duties. Some handle the religious affairs, some handle the leadership, and others handle other activities. This division of duties is important to ensure that activities do not overlap and that all administrators understand their responsibilities." (Interview with Mr. H. Danuri, Head of the Idarah Division (Management), Al Muhtadin Mosque).

A clear division of tasks ensures certainty regarding the responsibilities of each administrator, enabling more effective program implementation. Continuous coordination reflects good organizational communication, enabling various Islamic activities to proceed according to agreed plans. According to (Terry, 2021), organizing is the process of grouping various activities, assigning tasks, and coordinating resources to effectively achieve organizational goals. This principle is reflected in the division of tasks within the Al Muhtadin Mosque Welfare Agency. This finding aligns with research by (Arsam et al., 2024), which explains that the success of da'wah management is strongly influenced by a clear organizational structure and division of tasks within mosque management, as each administrator understands their respective functions and responsibilities.

Based on the description, it can be concluded that the organizational function in the Al Muhtadin Mosque Prosperity Agency through a clear division of tasks and continuous coordination is an important support for the smooth implementation of the da'wah program in the next stage.

3. Implementation of Islamic Programs in the Da'wah Management of the Al Muhtadin Mosque Prosperity Agency

The next function in the da'wah management cycle is implementation (actuating), namely the stage where the plans and organizational structures that have been prepared are realized into real activities. Based on the results of interviews with Mr. M. Said as Head of the Imarah (Prosperity) Division, it is known that the

implementation of Islamic programs at the Al Muhtadin Mosque is carried out routinely and continuously through various activities, such as weekly religious studies, Islamic studies, mosque youth development, socio-religious activities, commemoration of Islamic holidays, and special activities during the month of Ramadan. All of these activities involve the administrators, congregation, and the surrounding community so that the mosque's function as a center for da'wah, community development, and community empowerment can run optimally.

Mr. M. Said explained:

"We strive to ensure that mosque programs are not just routine activities but also provide benefits to the congregation. Therefore, every activity always involves the management and the community so that the congregation feels a sense of belonging to the mosque and actively participates in the activities held." (Interview with Mr. M. Said, Head of the Imarah (Prosperity) Division, Al Muhtadin Mosque).

A well-planned and organized program will yield optimal results if implemented consistently and involving all stakeholders. The involvement of the management, congregation, and the surrounding community demonstrates that the implementation of Islamic programs at the Al Muhtadin Mosque is not only oriented towards organizing worship, but also directed towards building religious guidance, strengthening Islamic brotherhood, and increasing social awareness within the community. According to (Terry, 2021), implementation is the process of mobilizing, guiding, and motivating organizational members to carry out tasks in accordance with predetermined objectives. This finding aligns with research by (Triadi et al., 2024) which explains that the implementation of structured and sustainable religious programs can increase community religious activity and strengthen the relationship between the mosque and the congregation. This is also supported by (Sacrozi et al., 2023) who stated that the implementation of professionally managed mosque programs can make the mosque a center for community development.

The analysis of this implementation aspect shows that the success of an Islamic program is determined not only by the number of activities carried out, but also by the management's ability to mobilize the organization and build congregational participation. This consistency of implementation needs to be maintained through oversight to ensure its quality is maintained and improved.

4. Supervision and Evaluation of Islamic Programs in the Da'wah Management of the Al Muhtadin Mosque Prosperity Agency

The final function in the da'wah management cycle is supervision (controlling), whose role is to ensure that all planned, organized, and implemented programs run according to their objectives. Based on an interview with Mr. Nuryoto, the Chairman of the Al Muhtadin Mosque, it was discovered that every Islamic program implemented always receives direct supervision from the management during the activity. In addition to supervision, the management also conducts evaluations through meetings after the program is completed to identify program successes, obstacles encountered, and develop improvement steps for subsequent activities (Azis et al., 2025).

Mr. Nuryoto explained:

"After an activity concludes, we always conduct an evaluation with the entire management. We discuss what went well, any challenges encountered, and then seek solutions to improve the next activity. This evaluation is crucial to ensure the da'wah program continues to develop and meet the needs of the congregation." (Interview with Mr. Nuryoto, Chairman of the Al Muhtadin Mosque).

Evaluations carried out regularly show the management's commitment to implementing the principle of continuous improvement (continuous improvement) for every Islamic program. Therefore, the monitoring process is not understood as an attempt to find errors in activity implementation, but rather as a mechanism to

maintain organizational effectiveness and improve the quality of religious services to the congregation. According to (Terry, 2021), monitoring is the process of measuring the results of activity implementation, comparing them with predetermined plans, and then taking corrective action if deviations are found (Arifin, 2021).

This finding aligns with research by (Kamilia & Kusnawan, 2025), who stated that regular evaluation of da'wah programs can improve the effectiveness of religious activities. This finding is also supported by Cindy Suci Aisyah Simarmata and Misrah (2024), who explain that evaluation is an integral part of the da'wah management function, and (Arsam et al., 2024), who show that the success of da'wah management is greatly influenced by a consistent monitoring system.

Thus, the implementation of the oversight function within the Al Muhtadin Mosque Prosperity Agency demonstrates that oversight serves not only as an organizational control tool but also as a strategic instrument for improving the quality of Islamic program management. Through ongoing evaluation, administrators can identify various program strengths and weaknesses, thereby making da'wah implementation more effective, adaptive, and providing greater benefits to the congregation.

Impact Da'wah Management to Improving the Quality of Religious Congregation

The fifth finding of this study aims to analyze the contribution of the implementation of da'wah management functions to improving the quality of the congregation's religiousness at the Al Muhtadin Mosque. Based on the results of interviews with Mr. Nuryoto as the Chairman of the Mosque, Mr. H. Danuri as the Head of the Idarah (Management) Division, and Mr. M. Said as the Head of the Imarah (Prosperity) Division, information was obtained that the implementation of the planning, organizing, implementing, and monitoring functions carried out consistently has had a positive impact on improving the quality of the congregation's religiousness. This impact is seen from the increase in community participation in religious activities, the increase in the involvement of mosque youth in da'wah activities, the increase in social awareness among the congregation, and the growth of a spirit of togetherness in prospering the Al Muhtadin Mosque.

Mr. Nuryoto explained:

"Alhamdulillah, after the mosque's programs were implemented routinely and consistently, the congregation became more active in participating in religious studies, community service, social activities, and Islamic holiday celebrations. We also saw that young people began to attend more frequently and help with every activity held at the mosque." (Interview with Mr. Nuryoto, Chairman of the Al Muhtadin Mosque).

These findings indicate that the success of da'wah management is not only measured by the implementation of Islamic programs, but also by changes in the religious behavior of the congregation as the main target of da'wah, in line with the view that the effectiveness of da'wah is ultimately measured by its impact on the da'wah target, not simply by the implementation of activities (Munthe & Muin, 2026). This condition indicates that the systematic management of Islamic programs can strengthen the function of the mosque as a center of worship, Islamic education, community development, and community empowerment (Triadi et al., 2024).

This finding aligns with (Hanafi & Soiman, 2022), who demonstrated that good mosque management enhances community religiosity through sustainable religious development, and (Saerozi et al., 2023), who found that professional mosque governance strengthens the mosque's function as a center for community development. It should be noted that all of the impact data above is sourced from the perspective of the administrators (the Mosque Head, the Idarah Head, and the Imarah Head), not from the congregation directly. Therefore, the claim of improved quality of congregational religiosity in these findings is more accurately interpreted as the

administrators' assessment of the changes they observed, and needs further confirmation from the congregation's perspective in future research (Fahmi, 2023). Overall, consistent planning, organizing, implementation, and monitoring of da'wah programs at BKM Al Muhtadin Mosque contribute to better congregational religious quality, increased participation, social awareness, and youth involvement. Effective da'wah management is therefore essential for developing a prosperous mosque and a stronger congregation (Nawawi, 2021).

CONCLUSION

This study shows that da'wah management at BKM Al Muhtadin Mosque is implemented through four functions: planning, organizing, implementation, and supervision. These functions support increased congregational participation, youth involvement, and social awareness. However, the findings are based mainly on management perspectives. BKM is encouraged to improve documentation, use digital media, and strengthen youth development, while future research should involve direct congregational data and broader contexts.

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