



Implementation of Human Resource Management at the Al-Quddus Mosque Prophecy Institution

Hasan Aliy Hidayat¹, Nashrillah¹

¹ Universitas Islam Negeri Sumatera Utara, Indonesia

 hasan0104222126@uinsu.ac.id, nashrillahmg@uinsu.ac.id

Article Information:

Received July 13, 2026

Revised August 01, 2026

Accepted August 15, 2026

Keywords: *Human Resource Management, Islamic Propagation, Cadre Development*

Abstract

This study examines the implementation of HR management planning, recruitment, development, organization, and evaluation at the Islamic propagation institution of Al-Quddus Mosque, Medan City, using a descriptive qualitative method through interviews, observation, and documentation with BKM and propagation division administrators, analyzed via Miles, Huberman, and Saldaña's interactive model.

Findings show that recruitment remains informal, relying on kinship networks and community leaders' recommendations, while evaluation is conducted through routine deliberations without measurable performance indicators. Religious motivation and administrators' enthusiasm for service are the main supporting factors, whereas limited active administrators, members' busy schedules, and an unstructured cadre system are the key challenges.

The study concludes that spiritual values underpin the sustainability of the mosque's HR management, though a more open recruitment system and systematic cadre development are needed to reduce dependence on internal networks.

INTRODUCTION

Etymologically, the word mosque comes from Arabic. Sajdah which means "place of prostration", while terminologically a mosque is a place of worship for Muslims to carry out religious activities, both ritual and social. According to (Shihab, 2007), mosques not only function as places of prayer, but also as centers for community development, education, and social activities.

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

In line with that, (Hafidhuddin, 2013) explains that mosques have a strategic role as centers of da'wah which include the functions of worship, education, economics, and community empowerment, emphasizing that mosques are multidisciplinary institutions, not just places of ritual.

This multidisciplinary role demands sound human resource (HR) management. HR are individuals within an organization who possess the abilities, skills, knowledge, and attitudes necessary to achieve organizational goals. According to (Dessler, 2020), HR is a critical asset that must be managed through planning, recruitment, training, and evaluation to improve performance; while (Armstrong, 2019) emphasizes that

How to cite:

Hidayat, A. H., Nashrillah. (2026) Implementation Of Human Resource Management At The Al-Quddus Mosque Prophecy Institution. *Suluh Pasaman*, 4(2), 1025-1032.

E-ISSN:

2986-8467

Published by:

The Institute for Research and Community Service

quality HR is capable of maximizing contributions through effective and efficient performance and adapting to environmental changes. Good HR management enables mosque programs to run in a focused and sustainable manner, strengthens congregational trust, and encourages smooth leadership regeneration.

The transformation of Islamic missionary institutions in the contemporary era presents increasingly complex dynamics. Globally, faith-based organizations are required not only to carry out spiritual functions but also to adopt modern managerial practices to remain relevant and competitive. At the national level, Islamic missionary institutions in Indonesia face challenges such as social change, digital communication, and increasing public expectations for the quality of religious services. Therefore, human resource management has become a key driver in achieving the goals of Islamic missionary organizations effectively and sustainably (Hidayat & Abdillah, 2021).

However, on-the-ground research indicates that many mosque-based Islamic missionary institutions still manage their human resources in a traditional and unstructured manner. Initial observations at the Al-Quddus Mosque in Medan revealed that the management of Islamic missionary staff and administrators remains voluntary, with unclear division of tasks and a minimal performance evaluation system. Informal interviews with several administrators also indicated challenges in recruitment, training, and capacity development for Islamic missionaries and volunteers. This situation aligns with the findings of (Rahman et al., 2022) that a weak human resource management system due to unclear division of tasks and minimal performance evaluation is one of the factors inhibiting the optimization of Islamic missionary programs at the local level. Similarly, (Aziz & Anam, 2021) emphasized that religious organizations face challenges in integrating spiritual values with modern managerial practices, while (Pratama & Siregar, 2024) revealed that studies of human resource management in Islamic missionary institutions are still dominated by quantitative approaches, thus lacking the ability to explore social dynamics in depth.

This issue is important to examine because Islamic missionary institutions play a strategic role in shaping the socio-cultural values of society; the success of Islamic missionary work is determined not only by the substance of the message but also by the quality of the actors delivering it, while also functioning as non-formal learning agents that strengthen religious literacy and social cohesion in society (Nasution, 2023). Theoretically, human resource management in religious organizations can be analyzed through human capital theory and value-based management theory (value-based management), which emphasizes that human resources are not merely operational assets, but rather a source of competitive advantage that requires integration between professionalism and religious values (Sutrisno & Kurniawan, 2020).

Although extensive research on HR management has been conducted (Rahman et al., 2022), (Aziz & Anam, 2021), studies specifically highlighting its implementation in mosque-based Islamic propagation institutions using a qualitative approach are still relatively limited. Most studies focus on formal organizations such as companies or educational institutions and tend to use a quantitative approach, thus being less able to reveal the dynamics of processes, social interactions, and values underlying managerial practices in Islamic propagation institutions (Pratama & Siregar, 2024). The qualitative approach is relevant precisely because it can explore the meaning, experiences, and actual practices of HR management.

Implementation is generally defined as the process of implementing a plan, policy, or program that has been designed to achieve the desired goals. According to (Edwards III, 1980), implementation is a process that involves various actors, organizations, procedures, and techniques working together to carry out a policy, with

its success influenced by communication factors, resources, implementer disposition, and bureaucratic structure. Based on this description, implementation in this study refers to how human resource management is actually carried out in the activities of the Al-Quddus Mosque Da'wah Institute, from planning to evaluation.

The local context, such as the Al-Quddus Mosque in Medan City, has unique characteristics influenced by local social, cultural, and organizational conditions. Therefore, it cannot be fully explained through generalization of existing theories and requires empirical exploration. Based on this description, the formulation of the research problem is: how is the implementation of human resource management carried out at the Al-Quddus Mosque Da'wah Institution in Medan City, and what factors support and hinder this implementation?

This study aims to analyze the implementation of human resource management at the Al-Quddus Mosque Islamic Propagation Institute in Medan City, which includes the functions of planning, recruitment, development, organization, and evaluation, and to identify supporting and inhibiting factors. This study is expected to provide theoretical contributions to the development of qualitative-based Islamic propagation management studies, as well as practical contributions in the form of strategic recommendations for Islamic propagation institution managers in improving the effectiveness and professionalism of human resource management.

METHODS

This study uses a qualitative method with a descriptive approach to understand and analyze the implementation of human resource management at the Al-Quddus Mosque Da'wah Institute in Medan City. The study was conducted at the Al-Quddus Mosque, Medan City. Primary data were obtained through in-depth interviews, observation, and documentation of purposively selected informants, namely the management of the Mosque Prosperity Agency (BKM) and the management of the da'wah division, including the BKM Chair, Secretary, and the management of the da'wah and religious division. Interviews were conducted in a semi-structured manner with a focus on the functions of planning, recruitment, development, organization, and evaluation of human resources, while observations and documentation were conducted on the management's activities as well as the organizational structure and records of BKM activities. As a complement, this study also used a literature study of published and unpublished scientific articles, obtained through Google Scholar and various related journal pages (Moleong, 2019).

Data analysis using the interactive model of Miles, Huberman, and Saldaña, includes data reduction, data presentation, and drawing and verifying conclusions. Data reduction was carried out by selecting and simplifying data from interviews, observations, and documentation according to the research focus, then presented in the form of narrative descriptions to identify emerging patterns and themes. Conclusions were drawn and verified through triangulation of sources and techniques, namely comparing the results of interviews between informants with the results of observations and organizational documents, so that valid and accountable findings were obtained.

RESULT AND DISCUSSION

Research result

The Al-Quddus Mosque Da'wah Institute in Medan City is an institution under the auspices of the Mosque Prosperity Agency (BKM). This institution plays a role in

organizing da'wah activities, Islamic education, congregational development, and various socio-religious activities. All da'wah activities are carried out by the BKM management, involving the congregation's participation as a form of devotion to the mosque's prosperity.

The vision of the Al-Quddus Mosque is to make the Al-Quddus Mosque a center for worship, preaching, Islamic education, and community empowerment, with the following missions: (1) improving the quality of preaching; (2) improving congregational services; (3) fostering the younger generation; (4) developing human resources for administrators; and (5) increasing Islamic brotherhood. The fourth mission of developing human resources for administrators is specifically relevant to the focus of this research and serves as a reference in analyzing the following findings.

The results of the study show that the implementation of human resource management at the Al-Quddus Mosque Da'wah Institute in Medan City has accommodated five main functions, namely planning, recruitment, development, organizing, and evaluation, as described below.

Planning. The Al-Quddus Mosque management identifies workforce needs based on the da'wah program to be implemented. Based on the results of an interview with the Head of the Al-Quddus BKM, the determination of human resource needs is carried out through a management meeting before the activity is carried out. Each program is first analyzed regarding the number of committee members and tasks required, then adjusted to the capabilities and availability of the management and volunteers. As stated by Allah SWT in QS. Al-Hasyr [59]: 18:

يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَلْتَنْظُرْ نَفْسٌ مَّا قَدَّمَتْ لِغَدٍ وَاتَّقُوا اللَّهَ إِنَّ اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ

Meaning: "O you who believe! Fear Allah and let every person pay attention to what he has done for tomorrow (the hereafter), and fear Allah. Indeed, Allah is All-Aware of what you do" (Ministry of Religion of the Republic of Indonesia, transl.).

Recruitment. The recruitment process for administrators is still conducted informally, through a familial approach and discussions involving active members, as well as recommendations from community leaders to assess the commitment and morals of prospective administrators. Interviewees revealed that work and family commitments often hinder the active participation of administrators, while the involvement of the younger generation still needs to be increased through a more systematic cadre development program.

Development. Human resource development is carried out through regular religious studies, Islamic discussions, leadership training, and direct involvement in da'wah activities. Religious studies are considered important because they not only broaden Islamic insight but also shape the character, responsibility, and spirit of service of the administrators. Observations also revealed a regular habit of drinking tea together between BKM administrators and the congregation after the morning prayer. This activity serves as a means of informal communication and coordination that strengthens emotional bonds and the congregation's sense of belonging to the da'wah program.

Organizing. The division of tasks is realized through the BKM structure which contains the authority and responsibilities of each administrator (Table 1), which serves as a guideline for implementing preaching, education, social and religious service programs.

Table 1. Structure of the Al-Quddus Mosque Welfare Agency (BKM) in Medan City

No	Department	Number	
1	Head	Hasno	
2	Vice Chairman	Samsuddin	
3	Secretary	Ponsiran	
4	Treasurer	Hasan Sahnan Nasution	
5	Advisor	a.	Aldi Nasution
		b.	Understand
		c.	M. Fiqri Alwan
6	Supervisor	a.	Hamid Nasuton
		b.	Angga Sahputra
		c.	Edi Hamid
7	Field of Da'wah and Religion	a.	Hasan Aliy
		b.	Understand
		c.	Afri Susilo
8	Public Relations Division	a.	M. Taufiq
		b.	Sudarmo
		c.	Suhendra
9	Facilities and Infrastructure Sector	1.	Muhammad Alwi
		2.	M. Yusuf

The above structure shows that of the nine management positions, most divisions are filled by 2–3 people, with the Facilities and Infrastructure Division having the fewest personnel (2). This condition is consistent with the findings of the limited number of active administrators expressed by the informants and indicates the potential for uneven workloads across divisions.

Evaluation. Evaluations are conducted through management meetings and deliberations after the program is completed, discussing the success rate of the activity, challenges, and congregation input. For large-scale activities, evaluations are conducted separately, while routine programs are discussed at monthly BKM meetings. However, these evaluations do not yet use measurable performance indicators.

Overall, this study also found that religious motivation was the dominant factor driving administrators to carry out their duties, not solely for material reasons, but also for the encouragement of worship and community service. On the other hand, the limited number of active administrators and the lack of structured development programs were the main challenges encountered in the field.

Discussion

The findings in the Results section indicate that the success of da'wah activities at the Al-Quddus Mosque is not solely determined by the quality of da'wah materials, but also by the organization's ability to manage its human resources in a planned manner. The participatory planning pattern, carried out through management meetings before each program, aligns with the findings of (Mudzakky & Purwanda, 2024) that good human resource management is a crucial factor in increasing the effectiveness of mosque management amidst social and technological changes. Within the framework of human capital theory as stated in the Introduction, this practice emphasizes that administrators are not treated merely as technical implementers, but as assets whose planning is adjusted to the capacity and availability of each individual.

On the one hand, informal, kinship-based recruitment patterns strengthen solidarity and mutual trust among administrators, reflecting the social capital unique to volunteer-based religious organizations. However, on the other hand, these findings also confirm the risks warned by (Ashari et al., 2024): Islamic missionary organizations require a sustainable cadre development system to ensure their survival is not solely dependent on internal networks. This pattern has the potential to hinder the regeneration of administrators and limit the influx of new human resources with more diverse competencies.

In terms of development, the practice of coaching through religious studies and leadership training shows that competency development at the Al-Quddus Mosque is not only technically oriented, but also strengthens spiritual values, in line with the findings of (Anam et al., 2025) that ongoing training and routine coaching are the main strategies for improving the quality of human resources in Islamic missionary institutions. This approach reflects value-based management as described in the Introduction: professionalism and religious values are integrated in the same development process, not separated as two independent aspects.

Organizing through a clear BKM structure reinforces (Wardani & Nadzifah, 2020) findings that division of labor based on individual competencies increases the effectiveness of da'wah organizations. However, as shown in Table 1, uneven personnel distribution across divisions has the potential to create a concentrated workload on certain individuals, a structural risk that BKM managers need to address going forward.

In terms of evaluation, the regular post-activity meeting mechanism demonstrates the management's commitment to continuously improving service quality. However, the lack of measurable performance indicators limits the objectivity of program success assessments. From a modern management perspective, evaluation serves as an instrument to ensure the effective and efficient achievement of organizational goals; therefore, a more systematic performance indicator-based evaluation system is an urgent need for the Al-Quddus Mosque.

The religious motivation found as a dominant factor supporting HRM implementation underscores the distinctive character of Islamic missionary organizations, distinguishing them from profit-oriented business organizations. In line with (Atmaja, 2023), the spiritual dimension in the human resource management of Islamic missionary institutions serves to strengthen the commitment and loyalty of members, a form of social capital that directly supports the organization's sustainability even without adequate material incentives. However, as emphasized by (Basoeky et al., 2024), religious motivation alone is insufficient without a strategy for developing competencies and strengthening individual capacity on an ongoing basis a condition that has not been fully met at the Al-Quddus Mosque due to the limited number of active administrators and the lack of structured development programs.

Implications. The implementation of human resource management at the Al-Quddus Mosque Da'wah Institute has had a number of positive impacts: planning through deliberation and a clear division of tasks makes the da'wah program more focused and coordinated; routine coaching improves the competence and dedication of the management; and religious motivation strengthens loyalty that maintains the organization's existence amidst the social dynamics of society. On the other hand, there are also negative impacts that need to be anticipated: a kinship-based recruitment system slows down the regeneration of management and limits the influx of new competencies; the limited number of active administrators concentrates the workload on certain individuals; and the absence of a measurable performance evaluation system makes it difficult to formulate an organizational development strategy based on objective data. If these conditions continue, the sustainability of the da'wah program and the cadre development process has the potential to experience obstacles that affect the quality of the institution's services to the community.

Thus, the implementation of human resource management at the Al-Quddus Mosque Da'wah Institute in Medan City has been running quite well in the aspects of planning, organizing, and developing spiritual values, but still requires significant strengthening in the aspects of recruitment, cadre development, and performance-based evaluation systems to be able to answer increasingly complex social challenges.

CONCLUSION

This study shows that the implementation of human resource management at the Al-Quddus Mosque Da'wah Institute in Medan City has accommodated the five main functions of planning, recruitment, development, organization, and evaluation, albeit at varying levels of maturity. Planning and organization have been carried out quite systematically, while recruitment remains informal and based on family networks, and evaluation does not yet use measurable performance indicators. The main supporting factors are the religious motivation and dedication of the administrators, while the main inhibiting factors are the limited number of active administrators and the suboptimal development of young people.

These findings strengthen the relevance human capital theory And value-based management In the context of religious organizations, we also recommend strengthening a more open recruitment system, more structured youth cadre development, and performance indicator-based evaluation for the management of the Al-Quddus Mosque. This study was limited to one da'wah institution, so its findings cannot necessarily be generalized to other mosque contexts. Future research is recommended to conduct comparative studies between mosques or combine qualitative and quantitative approaches to more measurably measure the impact of HR management implementation.

REFERENCES

- Anam, S., Fauziyanti, E., & Tariman. (2025). Strategi Penguatan Sumber Daya Manusia Dakwah Partisipatif: Studi Jejaring Majelis Syubbanul Muslimin dari Lokal Menuju Nusantara. *Al-Musyiri: Jurnal Manajemen Dakwah*.
- Armstrong, M. (2019). *Armstrong's handbook of human resource management practice* (14th ed.). Kogan Page.
- Ashari, M. F., Firdaus, M., Castrawijaya, C., & Maharani, S. S. (2024). Escalating Organizational Performance in Da'wah: The Transformation of Human Resource Management. *Jurnal Manajemen Dakwah*, 5(2), 1–11,.

- Atmaja, K. H. D. (2023). Peran Manajemen Dakwah dalam Pengelolaan Sumber Daya Manusia di Pendidikan Islam. *Mushawwir: Jurnal Manajemen Dakwah Dan Filantropi Islam*, 1(1).
- Aziz, A., & Anam, K. (2021). *Moderasi beragama berlandaskan nilai-nilai Islam*. Direktorat Jenderal Pendidikan Agama Islam, Kementerian Agama Republik Indonesia.
- Basoeky, R. A. M., Fitri, A. A., & Suryandari, M. (2024). Strategi Pengelolaan Sumber Daya Manusia di Lembaga Kesejahteraan Masjid Rahmatan Lil Alamin Al-Zaytun Indramayu. *Tabsyir: Jurnal Dakwah Dan Sosial Humaniora*, 5(4).
- Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
- Edwards III, G. C. (1980). *Implementing public policy*. Congressional Quarterly Press.
- Hafidhuddin, D. (2013). *Agar harta berkah dan bertambah*. Gema Insani.
- Hidayat, R., & Abdillah. (2021). *Ilmu pendidikan: Konsep, teori dan aplikasinya*. LPPPI.
- Moleong, L. J. (2019). *Metodologi penelitian kualitatif (Edisi revisi)*. PT Remaja Rosdakarya.
- Mudzakky, F., & Purwanda, E. (2024). Analisis Pengelolaan Sumber Daya Manusia di Masjid Al- Mukarromah Bekasi Selatan. *Revitalisasi: Jurnal Ilmu Manajemen*, 13(2).
- Nasution, M. R. (2023). The Role of Mosques in Strengthening Social Cohesion in Urban Communities. *Indonesian Journal of Social and Religious Studies*, 7(1), 45–60,.
- Pratama, D., & Siregar, H. (2024). Qualitative Approaches in Human Resource Management Research: Trends and Challenges. *Jurnal Manajemen Dan Organisasi*, 12(1), 1–14,.
- Rahman, F., Abdullah, I., & Karim, S. (2022). Challenges in Managing Da'wah Institutions in Indonesia: A Human Resource Perspective. *Jurnal Dakwah Dan Komunikasi*, 6(3), 210–225,.
- Shihab, M. Q. (2007). *Pengantin Al-quran: Kalung Permata Buat Anak-Anakku*. Lentera Hati.
- Sutrisno, E., & Kurniawan, T. (2020). Value-Based Human Resource Management in Religious Organizations. *International Journal of Human Capital Management*, 4(2), 89–102,.
- Wardani, A. K., & Nadzifah, U. (2020). Manajemen Pengorganisasian Sumber Daya Manusia di Lembaga Kepemudaan Islam: Studi di LAKPESDAM-NU Kota Yogyakarta. *Jurnal Manajemen Dakwah*, 6(1).

Copyright holder :

© Hidayat, A, H., Nashrillah

First publication right:

Suluah Pasaman

This article is licensed under:

CC-BY-SA