
The Implementation of Human Resource Management in Improving Performance at the Sheikh Zayed Solo Grand Mosque

Rofiatul Ummah¹, Ade Yuliar², Wakhid Musthofa³

^{1,2} Da'wah Management Department, Faculty of Ushuluddin and Da'wah, Raden Mas Said State Islamic University Surakarta, Indonesia

³ University of Western Australia

Article Info

Article history:

Received July 7th, 2024

Accepted October 21th, 2024

Keywords:

Management; Human
Resources; Performance;
Mosque

ABSTRACT

The Sheikh Zayed Solo Grand Mosque is projected to be a mosque that has professional governance so it is hoped that it can build a moderate Islamic civilization. So the author wants to know the implementation of human resource management in improving performance with professional governance. Researchers conduct research using qualitative descriptive methods, meaning that the data and information collected will be in the form of words and images that are observed. The results of this research, the Sheikh Zayed Solo Grand Mosque applies the managerial function of human resource management in the form of planning, organizing, directing, controlling the process of procurement, development, compensation and maintenance as well as dismissal of resource management. human power. The weaknesses and challenges faced by the Sheikh Zayed Grand Mosque in Solo include: first, efforts to maintain and develop the mosque and its operations must be supported by competent and trustworthy human resources. Second, efforts to hold training and development programs for human resources at the Sheikh Zayed Grand Mosque, Solo. Third, integrating modern technology and building partnerships to strengthen relationships with da'wah institutions so that they can provide benefits to society with a wider reach. Four, increasing community involvement and empowerment in mosque activities and social programs.

Corresponding Author:

Ade Yuliar,
Da'wah Management Department
Faculty of Ushuluddin and Da'wah
Raden Mas Said State Islamic University Surakarta
Email: adeyuliar2107@gmail.com

1. INTRODUCTION

In today's digital and global era, competent human resources are needed, able to innovate and adapt in facing the times (Jefri, 2019). So human resource management plays an important role for both individuals and organisations. The two main categories of central elements in human resources are quantity and quality (Afriany & Wathan, 2019).

An organisation's most valuable asset is its human resources, which serve as the main engine for achieving its vision, goals and objectives. Therefore, to achieve the agreed and desired goals as effectively as possible, methodical, planned, and structured management is required (Maimunatun, 2022). Human resources engaged in mosque organisation include management of the administrative field ('idarah), management of the prosperity field ('imarah), and the field of physical maintenance of the mosque (ri'ayah). The three fields of management are the standard for mosque development in the qualification parameters of mosque management and empowerment based on the typology and development of the mosque according to its era.

Human resource management has a significant impact on the effectiveness of increasing the role of da'wah in da'wah institutions, such as mosque organisations. Therefore, the quality of human resources of da'wah institutions is important in its implementation. This is based on the role and function of the mosque in the digital era as an institution that unites Muslims in worship and social activities. However, currently it is found that da'wah institutions, especially mosques that should be the centre of Islamic da'wah, have not met the quality standards, both from administrative management, prosperity management and physical management of the mosque (Riskytiasti & Yuliar, 2024).

One indication of the Muslim need for a place of worship is the existence of a prosperous mosque. Thus, the mosque should also be a place to study science, do business, social activities, economics and so on. Given the important role of mosque functions for the community, professional management is needed, in terms of infrastructure and human resources. Like the Sheikh Zayed Solo Grand Mosque, which was inaugurated on 14 November 2022, has a beautiful infrastructure that is quite stunning so that it has an attraction for the wider community and various audiences ranging from small children to the elderly both to worship at the mosque and for religious tours, visiting the available library, taking selfies and so on (Fauzi, 2023).

The Grand Mosque was a gift from the President of the United Arab Emirates (UAE) to Indonesia. The mosque is a replica of the Sheikh Zayed Grand Mosque in Abu Dhabi, UAE, so the design is designed to be similar to the original. According to the Solo City Culture and Tourism Office, 1,620,000 visitors have visited the Sheikh Zayed Grand Mosque until June 2023 (Republika.co.id, 2023). With so many visitors at the mosque, it requires competent, qualified, and capable human resource management to serve and improve the quality of Muslim civilisation and all congregations who will worship and visit the mosque.

Furthermore, in the management of the Sheikh Zayed Solo Mosque, the UAE asked the Ministry of Religious Affairs of the Republic of Indonesia to provide 70 quotas of imams for the Sheikh Zayed Solo Mosque in 2022 then hopefully in 2023 it can reach 130 imams for the Sheikh Zayed Solo Mosque (Kemenag.go.id, 2022). Currently, the UAE provides three professional imams who are imported directly from the UAE for the Sheikh Zayed Solo Mosque in order to assist imams from Indonesia and also to maintain the brotherhood of strengthening friendly Islamic civilisation between the two countries. As for the maintenance of the Sheikh Zayed Solo Grand Mosque, such as the cleanliness and security of the Sheikh Zayed Solo Grand Mosque, it is handed over to the vendor of the Grand Mosque partner company. This mosque also has a socio-economic impact on the surrounding community (Anggraini et al., 2024).

In research related to mosque management such as studies by Anna Riana and Ade Yuliar in 2024 that mosque management through imarah activities plays a role in the prosperity of the mosque congregation. As for the activities of religious activities, education and social functions through social

service activities. This study aims to determine the implementation of human resource management in improving performance with professional governance at the Sheikh Zayed Solo Grand Mosque.

Literature Review

Human Resource Management Theory

Human resource management is the study of methods to control how human resources are used in an organisation. Planning, organising, directing, and managing human resources to achieve organisational goals is another way of conceptualising human resource management. Ensuring that the organisation's human resources are willing and able to work as efficiently as possible to achieve organisational goals is the goal of the human resource management function (Senja, 2021).

Meanwhile, Edwin B. Flippo defines human resource management as the process of organising, planning, leading, and controlling, the recruitment, training, remuneration, integration, maintenance, and dismissal of workers to achieve specific business, worker, and organisational objectives. The use of people to accomplish tasks to maximise effectiveness and efficiency in achieving the goals of the business, the workforce and society as a whole is known as human resource management (Masud, 1994). According to Hasibuan (2012) human resource management has two main functions, namely managerial and operational functions of human resource management. Managerial functions include planning, organising, directing. While the operational functions of human resource management include procurement, development, compensation, integration, maintenance, discipline, termination.

According to Ahmad Sutarmadi, mosque management is the use of all resources owned, both human resources and physical material resources that are managed in such a way as to achieve the purpose of the mosque's existence as a place of Muslim worship and empowerment of Muslims. So that mosque human resource management is one of the fields of mosque management which includes planning, organising, implementing, and controlling (Sutarmadi, 2012). Mosque management is contained in the criteria for developing mosque management as outlined in the Decree of the Director General of Islamic Public Guidance of the Ministry of Religion, number DJ.II / 802 of 2014. The following factors, if examined in terms of typology and development, become the boundaries of the qualifications for standard mosque management development: first, idarah, namely managerial duties which include organising, planning, financial management, supervision, and reporting. Second, imarah or mosque development initiatives, including prayers, taklim meetings, education, social events, establishment of cooperatives, health services, youth development, and celebration of Islamic holidays. Third, ri'ayah is the effort to maintain the structure, aesthetics, and cleanliness of the mosque. This includes maintaining the structure, furnishings, surroundings, and security of the mosque, including determining the orientation of the mosque.

Performance Theory

Performance is the result achieved by someone in carrying out their duties. Another way to interpret performance is how well someone completes all their work within a certain time period. Performance is the action of a person or group of people in an organization in carrying out their duties and obligations. According to Levinson, performance is a person's achievement in relation to the tasks assigned to him (Marwansyah, 2019).

According to Armstrong, performance management is defined as an organized procedure for improving team and individual performance in a company. Through this method, performance can be understood and managed within a predetermined framework, resulting in better results. Developing human potential to fulfill expectations and achieve maximum potential is the main goal of performance management, which will provide benefits for companies and individuals (Marwansyah, 2019).

2. METHOD

The research method in this writing is descriptive qualitative, data obtained directly from interviews, observations, and documentation. According to (Hardani, 2015), description is a method used to describe systematically and accurately the condition or conditions in relation to the characteristics of a population or region. Qualitative descriptive research is a method used by researchers to describe the results of research obtained using writing obtained from interviews with research objects (Sugiyono, 2015).

This research was conducted in December 2023-March 2024. The research was conducted at the Sheikh Zayed Solo Grand Mosque located at Cinderejo lor, RT 06 / RW 05, Gilingan, Banjarsari, Surakarta, Central Java. The primary data source is obtained from interview statements with informants which include members of the mosque's high priest, mosque treasurer and staff of the Sheikh Zayed Solo Grand Mosque. And secondary data sources in the form of information documents written at the Sheikh Zayed Solo Grand Mosque and various online articles and official social media related to mosque information that can be accessed online.

In this research, there are three data collection methods to explore complete information as needed, namely as follows: observation, interview and documentation. In maintaining data validity, the data validity test is used using the triangulation method. Furthermore, the data analysis technique uses first, data reduction, which is carried out to analyse raw data into data that is more complete and easy to present. Second, data presentation, namely the presentation of data obtained from field results can be presented into a description or narrative that uses light language and is easy to understand. Third, drawing conclusions, namely in drawing conclusions about the meaning or content of data that researchers have obtained in the field (Sugiyono, 2015).

3. RESULTS AND DISCUSSION

The Sheikh Zayed Solo Grand Mosque is named after the President of the United Arab Emirates Sheikh Muhammad bin Zayed Al Nahyan, who has provided assistance in the construction of the mosque. This mosque was built as a symbol of the close diplomatic relations and cooperation between the two countries of Indonesia and the United Arab Emirates. The construction project involved contractors and architects from both countries to incorporate a grand design with a touch of Middle Eastern architecture combined with the artistic nuances of the archipelago. The acculturation of the mosque building includes magnificent domes and towering minarets typical of the Middle East, patterned walls, carvings on the ceiling and elegant batik carpets (Purwanto & Rahardjo, 2023).

The Great Mosque stands on an area of about 8000 square metres and the building height reaches 26,581 metres. The mosque has eighty-two domes with one main dome designed in Moroccan style and decorated with white alabaster. The mosque is also adorned with four towering minarets typical of the Middle East and shades of white similar to the design of the Sheikh Zayed Mosque in Abu Dhabi. The floor of the main prayer room (Main Prayer) is decorated with exotic and artistic batik kawung motif carpets typical of the archipelago, while the walls are also decorated with cape flower motifs which symbolise beauty and mean people who uphold religious beliefs.

The location of the Sheikh Zayed Solo Grand Mosque used to be a former Pertamina depot which is located at Jalan A. Yani No.128 Gilingan Village, Banjarsari, Solo City, Central Java Province. This mosque has a strategic place and is easily accessible by various vehicles because it is in the centre of Solo. In addition, the Sheikh Zayed Solo mosque is also a symbol of religious tolerance

because it is directly opposite the Sola Gratia Church on Jalan Mentawai. The Sola Gratia Church is just across the road east of the main gate of the Sheikh Zayed Solo Mosque.

The human resources who are the main managers at the Sheikh Zayed Solo Grand Mosque consist of 23 members of the mosque management with the chief imam being K.H. Abdul Rozaq Shofawi the caregiver of Al Muayyad Solo Islamic boarding school while the deputy chief imam is K.H. Abdul Karim. Abdul Karim, caregiver of Al-Quraniy Az-Zayyadiyah Solo Islamic boarding school, K.H. Ibrahim Asfari (Imam and Khatib Coordinator), K.H. Agus Ma'arif (Secretary), Munajat, Ph.D. (Head of Financial Planning, Law and Cooperation), K.H. Bagus Sigit Setiawan (Head of General and Human Resources) (Humas, 2022).

The Sheikh Zayed Solo Grand Mosque complex offers an Islamic Centre that functions as a centre for Islamic education and teaching. In it will be intended as a means of Qur'anic education, madrasah, as well as a place for sharia economic development that offers halal products.

Analysis of Human Resources Management Functions at the Sheikh Zayed Grand Mosque

In order to achieve the best use of human resources, a person should be assigned to the role that best suits his or her skills and interests. In short, there is a strong correlation between human resource management and the phrase "the right man in the right place at the right time". Therefore, human resource management should be able to ensure that employees are assigned to roles that best suit their skills and interests at the right time.

Every organisation has dynamism in human resource management to manage and empower people as effectively as possible in order to obtain a mutually beneficial human resource unit. Sheikh Zayed Grand Mosque Solo also has dynamism in human resource management which includes several activities that significantly affect the overall work area of an organisation. In the face of organisational dynamism, there are certainly weaknesses and challenges in management and improvement with different capabilities in each organisation. The following analyses the functions of human resource management (planning, organizing, directing, controlling) along with the challenges and weaknesses in the Sheikh Zayed Grand Mosque Solo:

Planning

Planning is a very important function in management, because planning is the basis for determining the direction of the organization. Management planning carried out by the Grand Mosque of Sheikh Zayed Solo includes: procurement of human resources (recruitment), inauguration of management, determination of vision and mission and creating activity programs. Based on an interview with the treasurer of the Sheikh Zayed Solo Grand Mosque:

"The planning process itself can be said to be quite successful, for almost a year we have been managing the wisdom of the Sheikh Zayed Grand Mosque. I think all the administrators have carried out careful planning, with the background of the administrators being figures who are competent in their fields so that the management of the mosque's mission "What we have prepared, God willing, can also be implemented in accordance with the vision of this mosque."

From this interview, it can be seen that the human resource management planning process at the Sheikh Zayed Solo Grand Mosque currently has no significant obstacles. The management has carefully prepared the sustainability of human resource management starting from the recruitment of administrators and staff. The recruitment is strengthened by the inauguration of the management,

which means that the formation of management and staff really includes competent resources. Competent human resources are expected to be able to easily adapt to the prosperity of the mosque.

In its planning, the Sheikh Zayed Solo Grand Mosque has also set the vision and mission of the mosque which also contains the vision of the Ministry of Religion to become a moderate mosque so that it becomes a pioneer of other mosques in the archipelago. Furthermore, making a structured schedule of activities makes it easier for the organisation to manage and control. The schedule is formulated by the entire board then the task is carried out by the management who are in several fields. These fields are the treasury involved in operational costs, administrators in the field of worship, the field of imams and muezzins, the field of assets and human resources, the field of studies and materials, the field of education and culture who will also prepare activities when there are events at the Sheikh Zayed Solo Grand Mosque.

So far, in the planning function, especially in the recruitment activities of human resource management at the Sheikh Zayed Solo Grand Mosque, there are no weaknesses, but of course there are several challenges faced, including: related to the maintenance and development of the mosque, of course, requires operational management that must be supported by competent human resources. So as to ensure that administrators and staff are interconnected and cooperate. In addition, challenges in human resource management planning are efforts to increase community involvement and empowerment in mosque activities and social programmes.

Organizing

The function of organising is to form an organisation by designing an arrangement of various relationships between positions, personnel and physical factors. Organising is an activity carried out by an organisational group to shape and change human resources in order to have a positive impact on the organisation. Organising is done by setting tasks or division of work areas, responsibilities, delegation of authority, coordination arranged in such a way that it becomes an organised unit in achieving predetermined goals.

The organisation at the Sheikh Zayed Solo Grand Mosque consists of 23 main administrators and 20 staff led by the director and supervised by the high priest who has full responsibility for the Sheikh Zayed Solo Grand Mosque. The implementation of organising certainly has weaknesses and challenges. From the author's observations, the weakness of organising at the Sheikh Zayed Solo Grand Mosque is that most of the administrators at the Sheikh Zayed Solo Grand Mosque are important figures in the community. So that the busy activities outside the management of the Sheikh Zayed Solo Grand Mosque of each individual in the long run can affect performance in running, prospering the mosque. This may happen if it is not controlled by compensation and maintenance and integration to all Sheikh Zayed Solo Grand Mosque administrators.

The challenge faced in the organising process at the Sheikh Zayed Solo Grand Mosque is maintaining the integrity of the management in the organisation. This guarding can apply the management function with compensation, maintenance and integration in management to all human resources. So that all existing human resources can carry out and increase the productivity of their duties, authorities and responsibilities at the Sheikh Zayed Solo Grand Mosque.

Directing

Briefing is carried out by leaders to their members to socialise tasks properly and correctly in order to achieve organisational goals. In its implementation, the function of directing human resources at the Sheikh Zayed Grand Mosque is in the form of responsibilities that are mandated then reduced to tasks in each division. Furthermore, it continues the division into staff who help so that the high

priest and director do not do their tasks alone. In an interview, the treasurer of the Sheikh Zayed Solo Grand Mosque said:

"the contribution of human resources in it is a form of Hikmad (service) so that it cannot be equated with the contribution of human resources of an employee in a corporate organisation."

From this explanation, it becomes an organisational challenge for all elements of human resources who are involved in the Sheikh Zayed Grand Mosque in Solo. All human resources maintain involvement in prospering the mosque with sincerity and sincerity. So as not to cause a decrease in enthusiasm in carrying out their duties, authorities and responsibilities.

Controlling

The control function is to make observations on implementation and compare plans with field practice. Control is a corrective process if a deviation is detected and if necessary rearrange the plans that have been made. In its implementation, the process of controlling human resource management at the Sheikh Zayed Solo Grand Mosque can be handled directly by the management if there are minor deviations. If there is a deviation that occurs, a joint decision is needed, then the matter can be discussed at a regular management meeting. Control is carried out regularly and regularly so as to minimise errors, becoming evidence of success in aligning the vision and mission with the strategies implemented. Therefore, the weaknesses of control at the Sheikh Zayed Solo Grand Mosque can be minimised.

The challenge faced by the Sheikh Zayed Solo Grand Mosque from the implementation of human resource control is handling any conflicts that arise both internally and externally must be done in a constructive way and based on religious values. Improving the quality of religious education programmes and da'wah activities as well as training and development of human resources and worshipers at the Sheikh Zayed Solo Grand Mosque. Integrating modern technology and building partnerships to strengthen relationships with da'wah institutions so that they can benefit the community with a wider reach. The number of visitors who continue to crowd the Sheikh Zayed Solo Grand Mosque, the management must also ensure the safety and comfort of worshipers.

4. CONCLUSION

According to the research results found on the implementation of human resources in improving performance at the Sheikh Zayed Solo Grand Mosque as follows: Sheikh Zayed Solo Grand Mosque implements the management function as follows: First, the planning carried out by the Sheikh Zayed Solo Grand Mosque in the procurement of human resources, the management is directly appointed by the Ministry of Religion because this mosque is considered a state-owned mosque so that management must be in accordance with government procedures, for staff selected by the management, security and cleanliness the management cooperates with vendors. The selection of administrators and staff as well as their placement is adjusted to the background of their expertise, with a service period of 3 years in accordance with the decision of the Ministry of Religion. Second, the organisation at the Sheikh Zayed Solo Grand Mosque consists of 23 main administrators who are divided into 8 divisions under the auspices of the Grand Imam and Director. The Sheikh Zayed Solo Grand Mosque also has 20 staff who are divided into several fields, while for cleaning and security work with business partners. Third, directing human resources at the Sheikh Zayed Solo Grand Mosque in the form of responsibilities entrusted to human resources which are then divided into tasks in each field. Tasks in each field are assisted by staff and mosque administration. Fourth, control: the process of controlling human resources at the Sheikh Zayed Solo Grand Mosque is in the form of

regular evaluations carried out both by staff, administrators and also joint evaluations to review deficiencies in human resource activities and mosque activities that have been carried out.

The weaknesses and challenges in the implementation of human resource management at the Sheikh Zayed Solo Grand Mosque include: efforts to improve the quality of religious education programmes and da'wah activities as well as training and development of human resources at the Sheikh Zayed Solo Grand Mosque. Integration of modern technology and building partnerships to strengthen relationships with da'wah institutions so that they can provide benefits to the community with a wider reach. Efforts to increase community involvement and empowerment in mosque activities and social programmes. The maintenance and development of the mosque certainly requires operational management that must be supported by competent human resources. The number of visitors who continue to crowd the Sheikh Zayed Solo Grand Mosque, the management must also ensure the safety and comfort of the congregation.

5. REFERENCES

- Afriany, J., & Wathan, H. (2019). Model Pengembangan Manajemen Sdm Masjid Di Kota Medan. *Ekonomi, Keuangan, Investasi Dan Syariah (EKUITAS)*, 1(1), 68–71. <http://ejurnal.seminar-id.com/index.php/ekuitas/article/view/27>
- Anwar, M. Z. (2024). *Wawancara Pengurus Masjid Raya Sheikh zayed Solo*.
- Anggraini, AS, Nuraini, I.A, Prasetya, A, D, & Rohimat, A.M. (2024). The Influence of Masjid Raya Sheikh Zayed on Entrepreneurship in a Cross-Religious Community. *Proceeding International Conference on Islamic Economics and Business (ICIEB)*, 3(1), 267-276. <https://conference.uin-suka.ac.id/index.php/ICIEB/article/view/1496>
- Assidiq, Y. (2023). *Masjid Sheikh Zayed menjadi yang paling banyak dikunjungi wisatawan domestik*. Rejogja.Republika.co.id/.
- Bagaskara, G. B. (2024). *Wawancara pengurus Masjid Raya Sheikh Zayed Solo*. Fauzi, H. (2023). *Kilas Balik 2022, Masjid Raya Sheikh Zayed dan Persahabatan*
- Indonesia - PEA*. Kemenag.Go.Id. <https://kemenag.go.id/nasional/kilas-balik-2022-masjid-raya-sheikh-zayed-dan-persahabatan-indonesia-pea-yinvhw>
- Halim, A. (2023). *wawancara pengurus Masjid Raya Sheikh Zayed solo*.
- Hasibuan, H. M. S. P. (2012). *Manajemen sumber daya manusia* (Ed. rev. c). Jakarta : Bumi Aksara.
- Humas, A. (2022). *Pelaksana Harian Badan Pengelola Masjid Raya Sheikh Zayed Solo Resmi Dilantik, Selamat!* Jateng.Kemenag.Go.Id. <https://jateng.kemenag.go.id/>
- Jateng, D. (2021). *Masjid Syeikh Zayed Hadiah Pangeran UEA Bakal Jadi Wisata Religi di Jateng*. <https://jatengprov.go.id/publik/masjid-syeikh-zayed-hadiah-pangeran-uea-bakal-jadi-wisata-religi-di-jateng/>
- Jefri, M. (2019). *Revolusi Industri 4.0, Bagaimana Meresponnya*. Universitas Jambi. <https://www.unja.ac.id/revolusi-industri-4-0-bagaimana-meresponnya/>
- Kemenag.go.id. (2022). Menag Bersama Dubes RI untuk UEA Bahas Tata Kelola Masjid Syeikh Zayed Solo. <https://kemenag.go.id/nasional/menag-bersama-dubes-ri-untuk-uea-bahas-tata-kelola-masjid-syeikh-zayed-solo-wny93n>
- Maimunatun, A. (2022). *Manajemen Sumber Daya Manusia Pondok Pesantren al-qur'an Az-zayyadiy Sukoharjo. Skripsi, 8.5.2017, 2003–2005*.
-

- Marwansyah. (2019). *Manajemen Sumber Daya Manusia* (ke dua). Alfabeta.
- Masud, E. B. F. alih bahasa M. (1994). *Manajemen personalia* (A. S. Editor (ed.); Jilid 1). Erlangga.
- Oktaviani, Z., & Nashrullah, N. (2022). *Siapakah Pengelola Masjid Sheikh Zayed Solo Nanti? Ini Kata Menag*. Republika.Co.Id. <https://sindikasi.republika.co.id/>
- Purwanto, A. K. A., & Rahardjo, T. (2023). The Narration of Convenient Public Services at the Sheikh Zayed Solo Grand Mosque in Online Media. *Kalijaga Journal of Communication*, 5(1), 57–73. <https://doi.org/10.14421/kjc.51.04.2023>
- Rejogja.republika.co.id/. (2023). Hingga Juni 2023, Masjid Sheikh Zayed Solo Dikunjungi 1,6 juta Wisatawan. <https://rejogja.republika.co.id/berita/s0l85b399/hingga-juni-2023-masjid-sheikh-zayed-solo-dikunjungi-16-juta-wisatawan>
- Riskytiasti, A. R., & Yuliar, A. (2024). Strategi Bidang Ibadah Dalam Meningkatkan Kemakmuran Jemaah (Studi Kasus Masjid Joglo Baitul Ma'mur Kunden Karanganom Klaten). *Jurnal Al-Manaj*, 4(1), 63-71
- Senja, P. Y. (2021). *Manajemen Sumber Daya Manusia Dalam Islam & Organisasi Nir Laba* (I. Noviyan Andriyani (Ed.); 1st Ed.). Efudepress.
- Sugiyono. (2015). *Metode Penelitian Pendidikan (Pendekatan kuantitatif, Kualitatif, dan R&D)* (9798433 ed.). Alfabeta.
- Sutarmadi, A. (2012). *Manajemen masjid kontemporer* (Ed.1., Cet). Jakarta : Media Bangsa, 2012.