

IMPLEMENTING JOB DESCRIPTIONS IN MOSQUE ORGANIZATIONAL STRUCTURES TO SUPPORT ACTIVITY PROGRAMS

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Abstract

Mosques play an important role as centers of worship, da'wah, education, and social activities. The implementation of diverse mosque programs requires effective organizational management through clear task distribution. This study aims to analyze the implementation of job descriptions within mosque organizational structures and their influence on mosque activity programs. This study aims to analyze the implementation of job descriptions within mosque organizational structures and their influence on mosque activity programs. This study aims to analyze the implementation of job descriptions within mosque organizational structures and their influence on mosque activity programs. The research employs a library research method by reviewing literature related to mosque management, organizational structure, and job descriptions. The findings indicate that clear job descriptions improve program effectiveness through well-defined task allocation, better interdepartmental coordination, and increased accountability among mosque administrators. Therefore, job descriptions are an important factor in achieving professional and congregation-oriented mosque management.

Keywords : *Job Descriptions, Organizational Structure, Mosque Management, Mosque Administrator.*

ABSTRAK

Masjid memiliki peran penting sebagai pusat ibadah, dakwah, pendidikan, dan kegiatan sosial masyarakat. Pelaksanaan program masjid yang beragam memerlukan pengelolaan organisasi yang efektif melalui pembagian tugas yang jelas. Penelitian ini bertujuan menganalisis penerapan job descriptions dalam struktur organisasi masjid serta pengaruhnya terhadap pelaksanaan program kegiatan masjid. Metode yang digunakan adalah kajian pustaka (library

research) dengan menganalisis berbagai literatur mengenai manajemen masjid, struktur organisasi, dan job descriptions. Hasil kajian menunjukkan bahwa penerapan job descriptions yang jelas mampu meningkatkan efektivitas pelaksanaan program melalui pembagian tugas yang terarah, koordinasi antarbidang yang lebih baik, serta peningkatan akuntabilitas pengurus. Dengan demikian, job descriptions menjadi salah satu faktor penting dalam mewujudkan pengelolaan masjid yang profesional dan berorientasi pada pelayanan jamaah.

Kata Kunci : Job Descriptions, Struktur Organisasi, Manajemen Masjid, Takmir Masjid.

INTRODUCTION

The mosque is one of the religious institutions that holds an important position in the life of the Muslim community. Since the time of the Prophet Muhammad (peace be upon him), the mosque has functioned not only as a place for performing ritual worship (mahdhah), such as congregational prayers and i'tikaf, but also as a center for da'wah, education, social, economic, and community empowerment activities. The mosque plays a strategic role in building a religious, knowledgeable, and competitive community. Therefore, good mosque management has become an unavoidable necessity in maximizing the function and role of the mosque within society (Ministry of Religious Affairs of the Republic of Indonesia, 2023).

The increasingly complex development of society has caused mosque activities to become more diverse as well. Today, many mosques not only hold routine worship activities but also carry out Qur'anic education programs, Islamic studies, youth coaching, community social activities, the management of zakat, infaq, and sedekah, and even economic empowerment programs for the community (Rahman, 2023). The diversity of these programs demands a professional organizational management system so that every activity can be carried out effectively and efficiently. In management science, the success of an organization is strongly influenced by a sound organizing process. Organizing is the process of dividing tasks, authority, and responsibility among individuals according to their competencies in order to achieve organizational goals optimally (Sutrisno, 2022). One important form of organizing is the preparation of clear job descriptions for each position within the organization.

Job descriptions are documents that explain the tasks, responsibilities, authority, and working relationships held by a person in a particular

position (Hasibuan, 2021). Clear job descriptions enable every member of the organization to understand their role and responsibilities so that they can work in a focused manner and reduce the occurrence of overlapping work. In addition, job descriptions also serve as a guide for coordination, supervision, and performance evaluation within the organization.

In the context of mosque organizations, the implementation of job descriptions plays a very important role. The organizational structure of a mosque generally consists of a chairperson or takmir, secretary, treasurer, and several divisions responsible for the implementation of specific programs, such as the idarah division (administration and organization), the imarah division (mosque prosperity), and the riayah division (maintenance of facilities and infrastructure). Each element of the organization has a different function and responsibility, thus requiring a clear division of tasks so that all mosque programs can run optimally (Ministry of Religious Affairs of the Republic of Indonesia, 2023).

In practice, however, various problems are still found in the management of mosque organizations. Some mosques experience obstacles such as lack of coordination among administrators, overlapping task implementation, low accountability, and suboptimal execution of activity programs. These conditions are often caused by the absence of a clear division of tasks or the lack of systematic implementation of job descriptions within the mosque's organizational structure (Mulyono, 2024). As a result, program implementation becomes less effective and the goals of the mosque organization cannot be fully achieved.

Clear job descriptions can provide various benefits for mosque organizations. In addition to helping administrators understand their respective tasks and responsibilities, job descriptions can also improve work effectiveness, strengthen inter-divisional coordination, facilitate the performance evaluation process, and create more professional organizational governance. With a structured division of tasks, every mosque activity program can be implemented in a more planned, directed, and sustainable manner (Nasution, 2022).

Various studies on mosque management generally focus on aspects of leadership, financial management, and mosque prosperity programs. However, studies that specifically discuss the implementation of job descriptions within mosque organizational structures and their influence on the effectiveness of activity program implementation remain relatively limited. In fact, clarity in the division of tasks is one of the important factors in achieving professional organizational governance. Therefore,

this study was conducted to examine the implementation of job descriptions within mosque organizational structures and their contribution to the successful implementation of mosque activity programs.

Based on the description above, the implementation of job descriptions within mosque organizational structures is an important aspect to examine. This study aims to analyze how the implementation of job descriptions can support the execution of mosque activity programs and contribute to improving the effectiveness of mosque organizational management. Through the implementation of a clear and systematic division of tasks, it is hoped that mosques will be able to carry out all of their activity programs optimally and provide better service to congregants and the community.

Research Problems

1. How is the concept of job descriptions applied within the mosque's organizational structure?
2. How are job descriptions implemented across each element of the mosque's organizational structure?
3. What is the influence of job description implementation on the execution of mosque activity programs?
4. What are the supporting and inhibiting factors in implementing job descriptions within the mosque organization?

Research Objectives

1. To explain the concept of job descriptions within the mosque's organizational structure.
2. To analyze the implementation of job descriptions across each element of the mosque's organizational structure.
3. To determine the influence of job description implementation on the effectiveness of mosque activity programs.
4. To identify the supporting and inhibiting factors in implementing job descriptions within the mosque organization.

METHOD

This study employed a library research method. This method was carried out by collecting, reviewing, and analyzing various relevant literature sources, such as books, scientific journals, research articles, and documents related to mosque management, organizational structure, and job descriptions. The data obtained were then analyzed descriptively and qualitatively to gain a comprehensive understanding of the implementation of job descriptions within the mosque's organizational structure and their influence on the execution of mosque activity programs. Through this

method, the researchers were able to present a systematic study based on various credible scientific sources.

THEORETICAL BASIS

1. Conceptual Framework

a. Organizing Theory (George R. Terry)

According to George R. Terry (2021), organizing is the process of grouping activities, dividing tasks, delegating authority, and coordinating resources in order to achieve organizational goals effectively and efficiently. Through a sound organizing process, every member of the organization can clearly understand their role, tasks, and responsibilities. In the context of mosque management, organizing theory serves as an important foundation for developing the organizational structure and dividing the tasks of administrators. The implementation of job descriptions is a concrete manifestation of the organizing function, as it helps create effective coordination, increase accountability, and support the successful implementation of mosque activity programs.

b. The Concept of Job Descriptions

Job descriptions are one of the important instruments in organizational management used to explain the tasks, responsibilities, authority, and working relationships attached to a particular position. The purpose of job descriptions is to provide clarity regarding the work that must be carried out by each member of the organization so that task implementation can proceed effectively and in a focused manner. According to Hasibuan (2021), job descriptions are written information explaining the tasks and responsibilities of a position, serving as a guide for the individual holding that position.

Within an organization, clarity in the division of tasks is essential to avoid overlapping work. Without clear task descriptions, members of the organization may become confused about the boundaries of their authority and responsibility, potentially leading to internal conflict. Therefore, job descriptions are an important element in the organizing process because they help the organization achieve its goals more effectively (Sutrisno, 2022).

In mosque organizations, job descriptions serve as a working guide for all administrators in carrying out various activity programs. Each administrator has different tasks and responsibilities according to the division they manage. Through the implementation of job descriptions, all

organizational activities can proceed in a more orderly, coordinated manner and in accordance with the established objectives (Rahman, 2023). The preparation of job descriptions has several important objectives within an organization: providing clarity regarding the tasks and responsibilities of each position, assisting the coordination process between divisions, and serving as a basis for performance evaluation, since each individual can be assessed based on previously established tasks (Hasibuan, 2021). In mosque organizations, the main objective is to create a clear division of tasks so that all programs can be carried out optimally, while increasing the sense of responsibility and professionalism of administrators (Nasution, 2022).

In general, job descriptions serve several important functions: as a working guide for organizational members, as a coordination tool that helps create harmonious working relationships between divisions, as a basis for supervision and performance evaluation, and as a reference for human resource development and personnel placement according to competencies (Sutrisno, 2022). In mosque management, these functions are highly necessary given the large number of programs that must be carried out, and enable administrators to more easily coordinate religious, social, and educational activities that involve many parties (Ministry of Religious Affairs of the Republic of Indonesia, 2023).

The implementation of job descriptions provides various benefits for mosque organizations, including increased effectiveness in program implementation and the minimization of internal conflict caused by unclear authority and responsibility (Mulyono, 2024). In addition, job descriptions help create a more professional working culture, which is important because mosques today do not only function as places of worship but also as institutions that manage various community service programs. Thus, the implementation of job descriptions becomes an important step in realizing effective, transparent, and accountable mosque governance.

c. The Concept of Organizational Structure

Organizational structure is an arrangement that describes the division of tasks, authority, responsibility, and working relationships between parts within an organization. It functions as a framework that regulates how organizational activities are carried out to achieve established goals. According to Robbins and Judge (2021), organizational structure is a formal system that determines how tasks are divided, grouped, and coordinated within an organization.

A sound organizational structure is able to create effective coordination and clarify communication channels among organizational members. With an organizational structure in place, every individual can know their position, role, and responsibility within the organization, making the execution of work more directed and efficient (Sutrisno, 2022).

Organizational structure has several important functions: dividing work according to the abilities and competencies of members, creating good coordination between parts, clarifying the chain of command and responsibility, and assisting the process of supervision and evaluation (Hasibuan, 2021). In mosque organizations, structure functions to regulate the division of administrators' tasks so that activity programs can be implemented in an organized manner, enabling administrators to work together in carrying out the functions of service, da'wah, education, and community empowerment effectively (Ministry of Religious Affairs of the Republic of Indonesia, 2023).

The development of an organizational structure must consider several basic principles, including division of work, unity of command, span of control, coordination, and delegation of authority. Division of work ensures each individual has a clear task focus, while unity of command ensures that each member receives orders from only one superior, avoiding confusion in task implementation (Robbins & Judge, 2021). Coordination is a particularly important principle because an organization consists of various interrelated parts; in mosque organizations, coordination is necessary so that all divisions can work together to make planned activity programs successful.

d. Mosque Organizational Structure

Mosque organizational structure is an arrangement of administrators formed to regulate the division of tasks, authority, and responsibility in managing all mosque activities. It serves as a guide for administrators in carrying out work programs so that every activity can run in a directed manner and in accordance with established goals. The existence of organizational structure is important because mosques function not only as places of worship but also as centers of da'wah, education, social service, and community empowerment (Ministry of Religious Affairs of the Republic of Indonesia, 2023).

In practice, mosque organizational structures may vary according to the needs and scale of the mosque. In general, however, mosque organizations consist of a chairperson or takmir, secretary, treasurer, and several divisions handling aspects of administration, mosque prosperity, and maintenance of facilities and infrastructure. This division of tasks aims to

ensure that all mosque programs can be implemented effectively and efficiently (Rahman, 2023).

The success of a mosque in carrying out its activity programs is greatly influenced by the quality of its organizational structure. A clear organizational structure facilitates coordination, decision-making, and supervision of program implementation. Conversely, an unclear organizational structure often leads to overlapping tasks and suboptimal implementation of mosque activities (Nasution, 2022).

RESULTS AND DISCUSSION

Elements of the Mosque Organizational Structure

1) Chairperson/Takmir.

The chairperson or takmir of the mosque is the highest leader in the mosque's organizational structure, responsible for all mosque activities and management. The chairperson acts as director, decision-maker, supervisor, and ultimately as the party responsible for the success of the mosque's work program, and must build good communication with all administrators while maintaining harmonious relationships with congregants and the surrounding community (Mulyono, 2024). The chairperson is also tasked with formulating policies, establishing work programs, coordinating all divisions, and evaluating the implementation of mosque activities, requiring strong leadership, communication, and management capabilities.

2) Secretary.

The secretary is responsible for the administrative management of the mosque organization, including preparing correspondence, drafting meeting minutes, archiving documents, preparing activity reports, and managing organizational data (Sutrisno, 2022). Well-organized administration facilitates administrators in planning, implementing, and evaluating programs, making the secretary one of the most important positions within the mosque's organizational structure.

3) Treasurer.

The treasurer is responsible for managing the mosque's finances, including recording income and expenditure, preparing financial reports, managing infaq and sedekah funds, and ensuring that the use of funds is carried out transparently and accountably (Hasibuan, 2021). In modern mosque management, financial transparency is a key factor determining the level of congregants' trust in the administrators.

4) Idarah Division.

This division is responsible for the administrative management and organization of the mosque, including assisting program planning, managing congregant data, developing the human resources of the administrators, and managing general organizational administration (Ministry of Religious Affairs of the Republic of Indonesia, 2023). Idarah plays an important role in maintaining orderly administration so that all organizational activities can run systematically.

5) Imarah Division.

This division is responsible for efforts to prosper the mosque through various religious and da'wah programs, including Islamic studies, youth coaching, Qur'anic education, commemoration of Islamic holidays, and various other da'wah activities (Rahman, 2023). This division is one of the spearheads of mosque organization because it deals directly with services to congregants.

6) Riayah Division.

This division is responsible for the maintenance of mosque facilities and infrastructure, including maintaining cleanliness, carrying out building maintenance, managing worship equipment, and ensuring the safety and comfort of congregants during worship (Ministry of Religious Affairs of the Republic of Indonesia, 2023). A clean, comfortable, and well-maintained mosque improves the quality of service to congregants.

The Importance of Organizational Structure in Mosque Management

A clear organizational structure provides many benefits for mosque management: it helps create a directed division of tasks, increases the effectiveness of coordination in program implementation, facilitates supervision and evaluation of performance, and supports the creation of professional and accountable mosque governance (Nasution, 2022). With a sound organizational structure in place, all resources owned by the mosque can be utilized optimally to achieve organizational goals. Therefore, developing an organizational structure accompanied by clear job descriptions is an important step in realizing an advanced mosque capable of providing the best service to congregants.

1. The Concept of Mosque Activity Programs

Mosque activity programs are a series of activities planned and implemented by mosque administrators to fulfill the mosque's function as a center for worship, da'wah, education, social activity, and community empowerment. These programs are developed based on the needs of congregants and the objectives of the mosque organization so that they can

provide broad benefits to the surrounding community (Rahman, 2023). Their implementation requires good planning, organizing, implementation, and supervision so that established goals can be achieved optimally, making the involvement of all administrators according to their tasks and responsibilities an important factor in program success.

Worship programs are the main activities carried out by the mosque, including the five daily congregational prayers, Friday prayers, tarawih prayers, Eid al-Fitr and Eid al-Adha prayers, i'tikaf, and various other worship activities, aimed at improving the quality of congregants' faith and devotion to Allah SWT (Ministry of Religious Affairs of the Republic of Indonesia, 2023). Beyond serving as a place for worship, the mosque also functions as a means of spiritual development for the community, so worship programs must be well managed to provide comfort and solemnity for congregants.

Da'wah and education programs are activities aimed at improving the community's understanding of Islam, including regular study sessions, religious lectures, Islamic training, Qur'anic education parks (TPA), taklim assemblies, and youth coaching (Nasution, 2022). This program plays an important role in shaping a community with good religious understanding that is able to practice Islamic values in daily life, making it one of the indicators of successful mosque management.

2. Implementation of Job Descriptions for the Chairperson/Takmir

The chairperson or takmir of the mosque is the highest leader in the mosque's organizational structure, responsible for directing, controlling, and supervising all organizational activities. In the implementation of mosque activity programs, the chairperson acts as the primary decision-maker who ensures that all programs run in accordance with the organization's vision, mission, and objectives. Therefore, clear job descriptions are needed so that the chairperson can carry out this role effectively without overlapping authority with other administrators (Hasibuan, 2021).

The implementation of job descriptions for the mosque chairperson covers several core tasks: formulating organizational policy, establishing work programs, leading administrators' meetings, coordinating between divisions, and evaluating the implementation of activity programs. The chairperson is also responsible for building relationships with congregants, community leaders, and various parties who can support the mosque's development (Rahman, 2023).

In implementing mosque activity programs, the chairperson plays an important role as the main coordinator. For example, when the mosque holds a commemoration of an Islamic holiday, the chairperson coordinates all divisions so that each can carry out its respective duties according to plan: the imarah division is responsible for the implementation of the event, the riayah division ensures the readiness of facilities and infrastructure, while the treasurer manages the budgetary needs of the activity.

Clear job descriptions for the chairperson's position have a positive impact on organizational effectiveness. The chairperson can focus more on leadership and supervisory functions without being directly involved in technical work that is the responsibility of other divisions, creating a more professional working system and increasing the efficiency of program implementation (Nasution, 2022). Clarity in the chairperson's tasks also facilitates the process of organizational performance evaluation, allowing every success or obstacle to be analyzed based on established tasks and responsibilities, so that continuous improvement and organizational development can take place.

3. Implementation of Job Descriptions for the Secretary

The secretary is one of the important elements in the mosque's organizational structure, responsible for the administrative management of the organization. The secretary's position greatly determines the smooth flow of information and documentation within the organization, as all administrative activities fall under their responsibility (Sutrisno, 2022).

The implementation of job descriptions for the secretary includes preparing correspondence, drafting meeting minutes, archiving documents, preparing activity reports, managing congregant data, and assisting the chairperson in preparing various administrative needs of the organization. Through a clear division of tasks, the secretary can understand the boundaries of their responsibility and carry out their duties more effectively.

In the implementation of mosque activity programs, the secretary holds a very strategic role. Every activity requires sound administrative planning, from preparing activity proposals, invitation letters, and implementation schedules, to preparing activity reports after the program has been completed. Without well-organized administration, program implementation is likely to face various obstacles that can hinder the achievement of organizational goals (Mulyono, 2024).

The implementation of job descriptions for the secretary also helps increase organizational accountability, as all documents and activity reports can be properly stored, facilitating evaluation and decision-making. Complete documentation can also become a source of information for subsequent administrators in developing mosque activity programs. In today's digital era, the secretary's duties are not limited to conventional administration but also include information management through digital media; many mosques have utilized information technology to store congregant data, document activities, and disseminate program information, requiring the secretary to have adequate administrative and digital literacy skills (Rahman, 2023).

4. Implementation of Job Descriptions for the Treasurer

The treasurer is the administrator responsible for managing all financial aspects of the mosque. Sound financial management is one of the important indicators in creating transparent and accountable mosque governance. Therefore, clear job descriptions for the treasurer's position are needed to ensure that all financial processes run according to sound management principles (Hasibuan, 2021).

The treasurer's duties include recording fund income and expenditure, managing the mosque's cash, preparing financial reports, archiving transaction evidence, and regularly submitting reports to administrators and congregants, as well as assisting in the preparation of budgets for each activity program (Ministry of Religious Affairs of the Republic of Indonesia, 2023).

In the implementation of mosque activity programs, the treasurer plays a very important role because almost all activities require financial support. For example, Ramadan activities, assistance for orphans, or commemoration of Islamic holidays require careful budget planning. Through clear job descriptions, the treasurer can carry out the financial management function optimally and avoid the misuse of organizational funds.

The implementation of job descriptions for the treasurer also supports financial transparency, since congregants who provide infaq and sedekah have the right to know how those funds are managed and used, requiring accurate, understandable, and accountable financial reports (Nasution, 2022). Clarity in the treasurer's tasks also helps the organization maintain financial stability, enabling the mosque to finance various programs sustainably without significant financial obstacles, and thereby contributing directly to the success of mosque activity programs.

5. Implementation of Job Descriptions for the Imarah Division

The imarah division is responsible for efforts to prosper the mosque through various religious, educational, and da'wah programs. Within the mosque's organizational structure, this division holds a very important role because it deals directly with service to congregants and the implementation of activities that constitute the main purpose of the mosque's existence (Rahman, 2023).

The implementation of job descriptions for the imarah division includes preparing da'wah programs, conducting Islamic studies, managing the Qur'anic Education Park (TPA), youth coaching, organizing commemorations of Islamic holidays, and various activities aimed at improving the community's religious quality. Clarity in these tasks helps the imarah administrators plan and systematically implement programs.

Through the implementation of job descriptions, each member of the imarah division can understand their respective tasks and responsibilities: some are tasked with contacting study speakers, arranging activity schedules, preparing da'wah materials, and evaluating program implementation. A clear division of tasks enables activities to run more effectively and reduces the risk of coordination errors, ultimately improving the quality of service to congregants and increasing participation in mosque activities.

6. Implementation of Job Descriptions for the Idarah Division

The idarah division is the part of the mosque organization responsible for administrative aspects and organizational governance. The term idarah is derived from Arabic, meaning management or administration. In the context of mosque management, the idarah division functions to ensure that all organizational activities run according to a well-organized and structured administrative system (Ministry of Religious Affairs of the Republic of Indonesia, 2023).

The implementation of job descriptions for the idarah division includes managing organizational administration, preparing annual work programs, archiving documents, managing congregant data, developing the human resources of administrators, and conducting meetings and organizational evaluations. These tasks form the basis for the idarah division in supporting all mosque activities so that they run systematically and sustainably.

Clarity in the job descriptions of the idarah division provides significant benefits for organizational effectiveness. For example, in preparing the mosque's annual work program, the idarah division coordinates all divisions to develop an activity plan for the upcoming administrative

period, enabling the planning process to be carried out more effectively and efficiently (Rahman, 2023). The idarah division also plays an important role in the organization's human resource management, as new administrators need an understanding of the organizational structure, main tasks, and respective responsibilities; the existence of job descriptions makes the process of orientation and coaching easier. Furthermore, well-documented administration enables the organization to evaluate program implementation and prepare better plans for the future, making the idarah division one of the important elements in supporting the overall success of mosque management.

7. Implementation of Job Descriptions for the Riayah Division

The riayah division is the part of the mosque organization responsible for the management and maintenance of the mosque's facilities and infrastructure. The word riayah means maintenance or upkeep. This division ensures that the mosque environment remains clean, comfortable, safe, and suitable for various worship and social community activities (Ministry of Religious Affairs of the Republic of Indonesia, 2023).

The implementation of job descriptions for the riayah division covers maintaining the cleanliness of the mosque area, carrying out building maintenance, managing worship equipment, overseeing the use of mosque facilities, ensuring the security of the mosque environment, and repairing damaged facilities so as not to disrupt congregants' activities.

Clear job descriptions help the riayah administrators carry out their tasks in a structured manner, ensuring that the maintenance of facilities and infrastructure can be done routinely and sustainably — a condition that is very important because congregants' comfort in worship is greatly influenced by the quality of the available facilities (Nasution, 2022). Before an activity is carried out, the riayah division must ensure the readiness of the venue, sound equipment, lighting system, parking area, and various other supporting facilities, which greatly determines the smooth running of the activity. The implementation of job descriptions also improves the efficiency of mosque asset management, enabling administrators to conduct regular inventory of goods, plan maintenance needs, and optimize the use of facilities so that they can be utilized maximally to support all activity programs.

8. Impact of Job Description Implementation on Mosque Activity Programs

The implementation of job descriptions within the mosque's organizational structure has various positive impacts on the implementation of activity

programs. Clarity in the division of tasks enables each administrator to understand their role and responsibility so that all programs can be carried out in a more organized manner, directly affecting the effectiveness and efficiency of mosque organizational management (Hasibuan, 2021).

One of the most visible positive impacts is increased coordination between divisions. Each division has interrelated tasks: the imarah division is responsible for the implementation of activities, the riayah division prepares facilities and infrastructure, the idarah division manages administration, while the treasurer arranges budget needs. Through clear job descriptions, each division can work according to its function so that coordination becomes more effective.

The implementation of job descriptions also increases the productivity of administrators' work, as they no longer experience confusion about the tasks that must be carried out, enabling them to work more focused and complete tasks on time (Sutrisno, 2022). In addition, job descriptions increase organizational accountability, since every task given to an administrator can be accounted for, and if obstacles occur, the organization can easily conduct an evaluation based on the tasks and responsibilities of each division.

From the perspective of congregant service, the implementation of job descriptions also has a positive impact, as professionally managed programs tend to be better planned and better able to meet congregants' needs, increasing satisfaction and participation in prospering the mosque. Conversely, the absence of job descriptions can give rise to overlapping tasks, lack of coordination, conflicts of authority, and low effectiveness of program implementation, making the implementation of job descriptions one of the main needs in realizing professional and sustainable mosque governance (Mulyono, 2024).

9. Supporting and Inhibiting Factors in the Implementation of Job Descriptions

Supporting Factors

The success of job description implementation in mosque organizations is influenced by various supporting factors. One of the most important is effective leadership: the chairperson or takmir plays a strategic role in ensuring that all administrators understand and carry out their tasks in accordance with established job descriptions, creating a disciplined, coordinated working culture oriented toward the achievement of organizational goals (Rahman, 2023).

The next supporting factor is the quality of the administrators' human resources. Administrators who possess competence, commitment, and a good understanding of the organization will find it easier to carry out tasks in accordance with job descriptions, and regular training and coaching can further improve their ability to carry out responsibilities.

Support from congregants and the community is also an important factor, as active participation in various mosque programs can increase administrators' motivation to work optimally. The development of information technology also helps administrators carry out their duties through digital administrative systems, communication media, and more modern organizational data management (Nasution, 2022).

Inhibiting Factors

Despite its many benefits, the implementation of job descriptions in mosque organizations also faces various obstacles. One commonly found obstacle is administrators' low understanding of the importance of a clear division of tasks; some still assume that all work can be done collectively without a structured division of labor.

Another obstacle is the limited number of human resources. Not all mosques have a sufficient number of administrators to fill every division, so one person often has to hold several tasks at once, making the implementation of job descriptions less than optimal (Mulyono, 2024).

Lack of coordination and communication between divisions can also be an inhibiting factor. Even with clear task descriptions in place, program implementation still requires good cooperation among administrators, and if communication does not run well, the potential for misunderstanding and conflict can still occur.

In addition, limited funds and organizational facilities can hinder the implementation of administrators' tasks, as a well-planned program will not run optimally without adequate resources. Therefore, mosque administrators need to manage resources effectively so that all programs can be implemented in accordance with established objectives.

Overall, the success of job description implementation is greatly influenced by the organization's ability to utilize supporting factors and overcome existing obstacles. With good leadership support, competent human resources, and a clear organizational system, the implementation of job descriptions can become an effective means of improving the quality of mosque management and the success of the activity programs carried out.

10. Analysis of Job Description Implementation from a Da'wah Management Perspective

Based on the findings of this study, the implementation of job descriptions within the mosque's organizational structure is closely related to the organizing function in da'wah management. Clarity in the division of tasks enables each administrator to understand their role and responsibility so that program implementation can proceed effectively and in a directed manner.

From the perspective of da'wah management, job descriptions do not only function as a working guide but also as a means of organizational coordination and control. Through a systematic division of tasks, the potential for overlapping work can be minimized so that organizational resources can be utilized optimally.

In addition, the implementation of job descriptions encourages increased accountability among administrators, as each task has a clearly defined person in charge. This condition supports the creation of professional, transparent, and congregation-service-oriented mosque governance. Thus, the implementation of job descriptions can become an important strategy in improving the effectiveness of managing mosque activity programs.

CONCLUSIONS

The implementation of job descriptions within the mosque's organizational structure plays an important role in supporting the successful execution of mosque activity programs. Clarity in the tasks, authority, and responsibility of each organizational element is able to increase work effectiveness, strengthen coordination between divisions, and enhance the accountability of administrators in carrying out their organizational mandate.

Based on the study conducted, the implementation of job descriptions for the chairperson/takmir, secretary, treasurer, idarah division, imarah division, and riayah division is able to create a more directed and professional working system. In addition, the implementation of job descriptions also has a positive impact on the quality of congregant service and the success of da'wah, education, social, and community empowerment programs.

Therefore, the implementation of job descriptions needs to become a primary concern in the management of mosque organizations so that all activity programs can run effectively, efficiently, and sustainably.

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