



Higher Education Mosque Management Strategy for Maximizing the Worshipping Ummah

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Abstract. This article is about the Campus Mosque Management Strategy to increase the number of Fridayprayer congregations at the Medan State Polytechnic Mosque. The method used in thisstudy is a quantitative method with research data sources, namely primary data and secondarydata. Secondary data collection techniques were carried out by conducting interviews with fiverelated sources. The Medan State Polytechnic Mosque has several management problems dueto the newly formed BKM management structure. Developing a management strategy using the SWOT method is necessary to achieve the goal. The purpose of this study was to determinethe strengths, weaknesses, opportunities, and threats for the Medan State Polytechnic Mosqueand determine the best alternative management strategy. Based on the data processing results using the SWOT method, the position of Medan State Polytechnic Mosque Management is in quadrantI (Aggressive). The type of strategy used by the Management of the Medan State Polytechnic Mosque is the S-O strategy, meaning that the Baitul Ilmi Polmed Mosque's BKM should take advantage of strengths by using existing opportunities. Strength factors such as the BKM of Baitul Ilmi Mosque has a board of directors, broad-minded management and good workability, Collaborates with ZISWAF POLMED for the distribution of compensation, Khatib who conveys material prioritizing morals, and Islamic insight, as well as a detailed accounting report for the treasurer. As well as opportunities for Student Organizations to use mosques for religious activities, Procurement/equipment to complement the Medan State Polytechnic mosque facilities, There is a program to help collect Friday gifts, and Human resources are ready to create new programs, as well as the Joint Sacrifice Program as well as overcoming weaknesses by providing optimal division of tasks for mosque administrators, andbuilding performance indicators that are implemented for administrator management.

Keywords: Mosque Management, Islamic Generation, Human Resources

Introduction

Islam is the religion of Allah SWT which was revealed to Prophet Muhammad SAW to be spread to all humanity. Since the spread of Islam, mosques have become a distinctive feature of Muslim-populated communities. As Prophet Muhammad SAW did when preaching in Medina, what he did at the beginning of preaching was to build a mosque. (Dewi dkk., 2022a).

Likewise, the construction of mosques in Indonesia, Indonesia is a country that has the largest Muslim population in the world. Citing data from the Ministry of Religion (Kemenag), Indonesia has 290,161 mosques as of May 2022 spread across 34 provinces, while the number of mosques in North Sumatra province is 10,626. (Vika Azkiya Dihni, 2022).

According to a report from the Central Statistics Agency (BPS), mosques will become the second largest number of worship facilities in North Sumatra in 2022, totaling 11,162 units. Most of the mosques are in Medan, namely 1,141 units (Cindy Mutia Annur, 2022), one of which is a mosque located on the Medan State Polytechnic campus.

The Medan State Polytechnic campus mosque measures ± 15 m x 20 m, with two floors. The laying of the first stone was held on Friday, January 27, 2017. This mosque was designed independently by academics of the Medan State Polytechnic (Politeknik Negeri Medan, 2020). This mosque has been used for prayers since August 2018 and can accommodate $\pm 1300 - 1500$ worshippers. The first Friday prayer will be held on 26 Jumadil Akhir 1443 or January 28, 2022. With a relatively large number of male Muslim students at the Medan State Polytechnic, it is hoped that this will help optimize the function of the mosque.

A good management strategy is needed to optimize the process of the mosque so that the activities carried out can take place effectively in educational institutions. The existence of a mosque is one of the aspirations of Muslims as a place of worship that occupies a central function. Given its strategic role, it is necessary to improve the physical building and its welfare activities (Wahyuni, 2021). For example, a good management strategy is needed to increase the number of congregations for Friday prayers at the mosque.

As can be seen, the research conducted by Ahmad Yani in 2019 with the title "Optimizing the function of the mosque for student activity" shows that the Asy-Syuhada Mosque, Trisakti University, West Jakarta has sufficient facilities, many quality human resources, and congregational prayer is mandatory on campus. At-Taufiq Mosque, Tarumanegara University, shows that the facilities are adequate, and social activities are often carried out, but the number of Muslim students is a minority. Baitul Gafur Mosque, Esa Unggul University, has many congregations and sufficient facilities. And the Manarul 'Amal Mosque, Mercu Buana University, shows that the location is strategic, the routine of worship is maintained, has many congregations, very supportive facilities, and is close to the community (Yani, 2019).

Furthermore, research conducted by Siti Mariyam in 2017 with the title "campus mosque as Islamic Regeneration" shows that the Salman ITB mosque, which is quite old, has been well-established in fostering Islamic regeneration (Maryam, 2017). Based on pre-research conducted on 14-18 October 2022, preliminary data were collected from 4 male Muslim students using the interview method with the question, "What are the reasons for carrying out and not carrying out Friday prayers at the Campus Mosque." The first information was obtained from a D4 Sharia Finance and Banking Study Program student, saying, "I did not perform Friday prayers at the campus mosque because I did not receive Friday alms gifts." The second was obtained from students of the Civil Engineering study program, saying, "I carry out Friday prayers at the campus mosque because it is close to the classroom, plus I attend afternoon classes." The third, obtained from students of the Informatics Management study program, said,

"Usually the lecturers leave quickly on Fridays, so there is still time to go home and pray at home." And the fourth one was obtained from the Sharia Finance and Banking study program, saying, "Don't carry out Friday prayers on campus because you have finished studying, so pray near your house; the room is hot if you are at the campus mosque."

Several studies have shown that to increase the number of worshippers at campus mosques, several strategies and special efforts are needed, including: (1) Socialization and Promotion, (2) Commitment from Mosque Management, (3) Attractive Facilities, (4) Religious Activities, (5) Lecturer and Staff Commitment, (6) Student Leader Commitment, (7) Prayer Friends Campaign, (8) Collaboration with Student Organizations, (9) Prayer Introduction Class, (10) Utilization of

Technology, (11) Create the Environment Prayer Friendly, (12) Give Appreciation. Then various efforts require strategies with consistency and patience; it is hoped that with the support of the entire campus community and cooperation between multiple parties, an increase in the number of worshipers at the campus mosque can be achieved better. Considering these various backgrounds, it is interesting to analyze the mosque management strategy further to increase the number of congregations for Friday prayers at the Medan State Polytechnic Campus Mosque.

2.1 Mosque Management

2.1.1 Definition of Management

Management is a process or a framework, which involves guiding or directing a group of people towards organizational goals or real purposes. Management is also an activity, its implementation is managing (management), while its implementation is called a manager or manager (Darsana et al., 2023)

According to Harold Koontz and Cryril O'Donnel that management is an effort to achieve a certain goal through the activities of other people. thus the manager coordinates a number of other people's activities that include planning, organizing direction, placement and control (Pramezwary et al., 2021).

In Arabic, the term management is defined as an-nizam, attanzhim, idah which is a place to store everything and put everything in its place. This understanding on the scale of activity can also be interpreted as the activity of publishing, organizing, and thinking carried out by a person, so that he is able to express, organize, and tidy up everything around him, know the principles and make life in harmony and harmony with others (Munir & Wahyu, 2012).

2.1.2. Management Function

Nuryadin et al. (2023) explains the management function as follows:

1. Planning (Planning)

Planning is the most basic function (fundamental) in management. And planning is an action to achieve a result that we want. A determinant of goals to be achieved in the future.

Planning is a process of thinking and making decisions that are mature and systematic regarding the actions we will take in the future to achieve the goals we have set (Nasution et al., 2021). Planning is also a managerial tool that has the goal of realizing the highest ideals (ghoyah). Ghoyah is the achievement of the required goals through the best use of resources.

Given the importance of a plan in realizing a success of the activity, the plan must have the following characteristics or characteristics:

- a) Looking far ahead, where a plan leads to the future related to the time.
- b) There are predetermined goals (certain goals) in the form of a number of program activities and ways of achieving them.
- c) Determine ways of achievement by establishing policies, strategies, standards, regulations, procedures, organizations and others.
- d) There is a calculation of funds, the use of sources of funds, the good use of time, and efforts to overcome the problems that will be faced

2. Organizing

Organizing in a management can go through the following stages:

- a) See, study and examine the plans that have been prepared and will be implemented in the period concerned.

b) Grouping all jobs and tasks that are relatively aligned and which will be carried out earlier, starting from global tasks or strategic matters to technical (operational) jobs. This then forms the basis for:

- 1) Develop Organizational Structure
- 2) Determine Job Specifications
- 3) Define Job Descriptions
- 4) Develop an Organizational Structure, determine Job Specifications and define Job Descriptions.

3. Actuating

Actuating is the main activity in management which encourages and directs all of its subordinates to be willing, aiming to move to achieve predetermined goals and have an interest in and unite with the organization's business plan. Plans that have been arranged (organized) so that someone who is given a burden can have a sense of responsibility, so that a sense of security arises to work with full awareness and responsibility.

4. Controlling

According to George. R. Terry supervision is as a monitoring process, what must be achieved is standard, and what is being done is implementation, assessing implementation according to plan, namely in line with standards.

Controlling is a process of monitoring the activities that were previously the fruit of an effective control system and ensuring that the activities are completed in ways that lead to the goals to be achieved.

2.1.3. Definition of Mosque

The word mosque can be interpreted as a place anywhere for Muslims to pray. The mosque for Muslims has a great meaning in life, both physical and spiritual meaning, the word mosque itself comes from the word (شجد) place of prostration). In the Indonesian dictionary it is said that a mosque means a house where Muslims pray. In the dictionary of religious terms it is said that the mosque means a place of prostration, namely a place where Muslims perform Prayer Worship, Remembrance of Allah SWT.

Ayyub stated nine functions of the mosque, namely:

- 1) The mosque is a place for Muslims to worship and draw closer to Allah.
- 2) The mosque is a place where Muslims practice I'tikaf, cleanse themselves, galvanize their minds to build awareness and gain inner/religious experience, so that a balance of body and soul is always maintained and personality integrity.
- 3) The mosque is a place of deliberation for Muslims to solve problems that arise in society.
- 4) The mosque is a place where Muslims consult, raise difficulties, ask for help and help.
- 5) The mosque is a place to foster the unity of the congregation and mutual cooperation in realizing common prosperity.
- 6) The mosque with its taklim assembly is a vehicle to increase the intelligence and knowledge of Muslims.
- 7) The mosque is a place for fostering and developing cadres of ummah leaders.
- 8) The mosque is a place to collect funds, and distribute them.
- 9) The mosque is a place to carry out social arrangements and supervision.

2.1.4. Definition of Friday Prayer

The word Friday comes from the word jumu'ah which means gathering or congregation, because on Friday, adult male Muslims are required to perform Friday prayers in congregation in mosques or other appropriate places to pray. Friday like offices, halls and so on.

Friday prayer is a prayer that is done in congregation and is held on Friday at the midday wahtu, beginning with two sermons.

Friday prayer is one of the acts of worship which is also very important in the Islamic religion. And it is a deed of worship that is also very blessed by Allah. if the Friday prayer is carried out perfectly, then it will be a ransom for the perpetrators of the Friday prayer itself. And also will erase small sins committed within ten days.

A. Legal Basis for Friday Prayers

The law of carrying out Friday prayers is fardhu 'ain for Muslim men who are mulattoes. This obligation is contained in the Qur'an, Sunnah and Ijma'Ulama. The Word of God, QS Al-Friday verse 9 which means:

"O you who believe! If you have been called upon to pray on Friday, then immediately remember Allah and leave buying and selling. That is better for you if you know."

B. Requirements for the Legitimacy of Friday Prayers

By Shaykh Abdul Qadir Ar-Rahbawi that the legal requirements for Friday prayers are as follows:

- 1) Carrying out it in congregation, and it will not be legal if it is carried out alone is not legal. In accordance with the hadith from Tariq bin Syihab, that the Prophet Shallallahu Alaihi wa Sallam said, "Friday is a mandatory requirement for every Muslim in congregation" HR. Abu Dawud.
- 2) The number of worshipers who pray is not less than 40 people including the priest, and all of them must be people who have reached puberty, who live in reason, are independent and are men.
- 3) Do it at noon, that is when the sun slips until every body shadow is the same as the original after the shadow before it is upright.
- 4) Held in the city courtyard or in the city center, according to Hanafiyah. And Hanafiyah stipulates that the Friday priest should be the leader or deputy.

2.2 SWOT Matrix (Strengths-Weaknesses-Opportunities-Threats)

SWOT matrix analysis is a set of analyzes that can describe the real conditions experienced by the company. SWOT is identifying various aspects regularly to explain strategies based on logic and optimizing existing strengths and opportunities and simultaneously being able to minimize weaknesses and threats that arise based on the company's internal and external factors.

An analysis tool to compile the company's strategic factors in taking advantage of external opportunities and threats that are experienced and can be adapted to the strengths and weaknesses that exist in the company. The SWOT matrix produces 4 strategic alternatives, namely the SO strategy, the ST strategy, the WO strategy and the WT strategy. (Sijuang et al., 2019)

- 1) SO strategy leverages the firm's internal strengths to take advantage of external opportunities. All managers want their organization to be in a position where internal strengths can be used to take advantage of external trends and events.
- 2) WO strategy aims to improve internal weaknesses by taking advantage of external opportunities. Great opportunities sometimes arise, but the company has internal weaknesses that prevent it from taking advantage of these opportunities.

3) The ST strategy uses the strengths of a company to avoid or reduce the impact of external threats. This process does not mean that a strong organization must always face threats directly in the external environment.

4) WT strategy is a defensive technique directed at reducing internal weaknesses and avoiding external threats. An organization that faces a variety of external threats and internal weaknesses is truly in a precarious position.

2.3.SWOT Elements

The SWOT elements are as follows:

1. Strengths

The strength possessed by a business unit is a special competence that can be within the organization which results in the business unit having a comparative advantage in the market. Examples of areas of excellence are strength in financial resources, positive image, market position advantages, supplier relations, product user loyalty and the trust of various interested parties.

2. Weaknesses

Weaknesses that exist in the body of a business are limitations or deficiencies in terms of sources of skills and abilities which are a serious obstacle to the appearance of satisfactory organizational performance. In practice, these various limitations and lack of capabilities can be seen in the facilities and infrastructure that are owned or not owned, low managerial skills, products that are not or are not desirable, or marketing strategies that are not in accordance with market demands.

3. Opportunities

A marketing opportunity is an area of buyer need and interest in which a company has a high probability of profitably satisfying that need.

4. Threats (Threats)

Environmental threats are challenges posed by unfavorable trends or developments that will result in decreased sales or profits due to the absence of defensive marketing actions. (Sijabat dkk., 2019)

1.3.2 Internal and External Factors

A. Internal Factors

Internal factors are factors to be given strengths and to be given weaknesses. Internal strengths and weaknesses are all activities under the control of the organization that can be performed very well or not well. Internal analysis defines:

Strength is the resources and expertise or strengths that are owned and the needs of the market served or want to be managed by the company (Afrizal et al., 2021). On the other hand, weaknesses are limitations or lack of resources, skills and expertise that limit the proper capabilities of a company. (Narto & Hm, 2020).

B. External Factors

External factors that have factors between opportunities and threats. External opportunities and threats are identified in terms of recent events and events in the economy, society, culture, population, region, programmes, regulations, technology and competition that an organization could significantly gain or lose in the future, most of which are beyond the control of an organization.

The definition of external analysis, namely: "External analysis is an activity carried out in strategic planning to see parts of the region and determine opportunities and threats for the company. Corporate areas include public areas, industrial areas and international areas. The general area

consists of socio-economic, technology and government, while the industrial area includes buyers, suppliers and competitors.

Opportunities in the marketing area are something a company moves to gain profits, conversely threats are challenges that are not benefited or developed which can reduce marketing and profits if no defensive action is taken (Sijabat dkk., 2019).

RESEARCH METHODOLOGY

3.1. Types of research

This type of research conducted by researchers is a type of research with qualitative methods. According to (Sugiyono, 2017), qualitative research is often called a naturalistic research method because the research is carried out in natural conditions (natural settings). Qualitative methods are used to obtain in-depth data, data that contains meaning. Meaning is the actual data, definite data which is a value behind the visible data. Therefore, qualitative research does not emphasize generalizations, but rather emphasizes meaning.

3.2. Research sites

This research was conducted at the Medan State Polytechnic Majid Jl. Alma mater No. 1, Padang Bulan, Kec. New Medan, Medan City, North Sumatra 20155.

3.3. Population

Population as a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by research to be studied and then drawn conclusions. The population in this study were all male Muslim students at the Medan State Polytechnic totaling 1908 students.

3.4. Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2017). In this study, the sample size was taken using the slovin formula. In determining the sample size of a known population of 1000 people. The Slovin formula as follows:

$$n = N / (1 + N \alpha^2)$$

Information:

n = Samples

N = Population

α = error tolerance limit

3.5 Data Collection Techniques

Data collection techniques are the most strategic steps in research because the main purpose of research is to obtain data. Data collection techniques are needed in a study because it is used by the author to obtain data to be analyzed so that conclusions can be drawn. There are various data collection techniques commonly used in conducting research.

1) Library Studies

One of the literature studies is the listening technique. Which includes listening techniques are note-taking techniques (Lubis et al., 2021). In this study, researchers collected data from books, reports, proposals, research results and several websites and articles related to mosque organizations.

2) Observation

Obtained from observations of places, actors of activities, events or events and time. Observations

and help understand the behavior of informants and for evaluating measuring certain aspects and providing feedback on measurements.

3) Interview

The interviews used in the phenomenological methodology used semi-structured interviews that tried to influence and direct the informant as little as possible in answering. By using interviews like this, it is hoped that the researcher will be able to capture the experience and knowledge of informants more fully than using interviews that are more formal or rigid in nature.

4) Documentation

Documentation here is a data collection technique by recording events in the field by utilizing existing secondary data. The data or documentation is in addition to or complementary to the use of observation and interview methods in qualitative research. The documents in this study are in the form of pictures or photos.

5) Questionnaire / Questionnaire

"The questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to the respondent to answer" (Sugiyono, 2017: 142). This study used a questionnaire distributed to male Muslim students of the Medan State Polytechnic from semesters 1, 3 and 5.

3.6 Types and Sources of Data

The data used in this study are primary data and secondary data.

1) Primary Data

According to Wardiyanta in (Sugiarto, 2017: 87) primary data is information obtained from primary sources, namely information from informants. In this study, the primary data is the result of original data from male Muslim students of the Medan State Polytechnic from semesters 1, 3 and 5. .

2) Secondary Data

According to Wardiyanta in (Sugiarto, 2017: 87) secondary data is information obtained indirectly from sources but from third parties. In this study, secondary data was obtained from the library in the form of books, and from the internet in the form of scientific writing consisting of theses and journals.

3.7 SWOT analysis

SWOT analysis is a way that companies often use to see a brief overview of the entire company, namely the internal and external environment. The internal environment consists of Strengths (S) and Weaknesses (W) while the external environment includes Opportunities (O) and Threats (T) (Yani, 2019).

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis has become one of the most useful tools in the industrial world. However, this does not rule out the possibility of being used as a decision-making aid in the introduction of new programs in educational institutions and even in mosque organizations (Yani, 2019).

The SWOT elements are as follows:

1. Strengths

The strength possessed by a business unit is a special competence that can be within the organization which results in the business unit having a comparative advantage in the market. Examples of areas of excellence are strength in financial resources, positive image, market position advantages, supplier relations, product user loyalty and the trust of various interested parties.

2. Weaknesses

Weaknesses that exist in the body of a business are limitations or deficiencies in terms of sources of skills and abilities which are a serious obstacle to the appearance of satisfactory organizational performance. In practice, these various limitations and lack of capabilities can be seen in the facilities and infrastructure that are owned or not owned, low managerial skills, products that are not or less desirable, or marketing strategies that are not in accordance with market demands.

3. Opportunities

A marketing opportunity is an area of buyer need and interest in which a company has a high probability of profitably satisfying that need.

4. Threats (Threats)

Environmental threats are challenges posed by unfavorable trends or developments that will result in decreased sales or profits in the absence of defensive marketing action.

3.8 Data Quality Test

3.8.1 Validity Test

Validity test is a test used to show the extent to which the measuring instrument is used to measure what is being measured. (Ghozali, 2017) states that the validity test is used to measure the legitimacy or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The test commonly used for validity is the Pearson Product Moment correlation, which is to state whether or not there is a relationship between variable X and variable Y. If product moment correlation coefficient > 0.3 then the questionnaire is declared valid. The basis for decision making in the Pearson Product Moment validity test can also be assessed from the calculations:

- 1) If the value of the product moment correlation coefficient is greater than the r table value, then the questionnaire is declared valid.
- 2) If the value of the product moment correlation coefficient is smaller than the r table value, then the questionnaire is declared invalid (Siregar, 2017:49).

3.8.2 Reliability Test

Reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct (Ghozali, 2017). A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time. Reliable measurement can be done in two ways:

- 1) Repeated Measures Here a person will be given the same question at different times, then see if he is consistent with his answer.

- 2) One Shot or measurement only once

Here the measurement is only once, then the results are compared with other questions or measure the correlation between the answers to questions. SPSS 25 provides facilities for measuring reliability with the Cronboach Alpha (α) statistical test. The variable is said to be reliable if it gives a Cronboach Alpha value > 0.60 (Siregar 2017:57). This research was carried out by means of one shot or one time measurement to measure reliability with a statistical test (α).

Result and Discussion

Implementation of the method is to carry out steps systematically regarding research or tasks carried out. The discussion was carried out from indicator data of internal factors and external factors at the Medan State Polytechnic Mosque, then processed using the SWOT method. Determining the strengths, weaknesses, opportunities, and threats was carried out by interviewing the Management of the Mosque Welfare Board (BKM) of the Medan State

Polytechnic Mosque to find out what triggers the strengths, weaknesses, opportunities, and threats. The following are the internal factors and external factors of the mosque:

Table 1. Strength and Weakness Factors of Medan State Polytechnic Mosque

No	Kekuatan (<i>Strenght/S</i>)	No	Kelemahan (<i>Weakness/W</i>)
S1	Strengths and Weakn The BKM of the Medan State Polytechnic Mosque	W1	Friday Gift Committee that is not widely available.
S2	Have management with a broad perspective and good workability	W2	There is no explanation of the division of tasks from each management structure.
S3	Collaborating with ZISWAF POLMED to distribute	W3	compensation for buildings that have not yet been completed
S4	The preacher who delivered the material put forward morals and Islamic insights	W4	Only commissioners and division heads attend meetings most often
S5	The treasurer's bookkeeping report is prepared in detail	W5	The election system for administrators uses a designation system

Sources: BKM Masjid Politeknik Negeri Medan

Table 2. Opportunities and Threat Mosque of Politeknik Negeri Medan

No	Peluang (<i>Opportunity/O</i>)	No	Ancaman (<i>Threats/T</i>)
O1	Student organizations can use the mosque for religious activities	T1	When each department no longer donates Friday gifts
O2	Procurement/equipment to complete the facilities of the Medan State Polytechnic mosque.	T2	The appointed preacher cannot attend
O3	There is a program to help collect Friday gifts	T3	There are other mosques whose facilities are much more complete
O4	HR is ready to create new programs	T4	Awareness of students who are Muslim is still lacking
O5	Joint Sacrifice Program	T5	Busy campus activities

Sources: BKM Masjid Politeknik Negeri Medan

To find out the condition, an interview was conducted with the management of the Baitul Ilmi campus mosque at the Medan State Polytechnic. Furthermore, information was also obtained from students who were members of the Medan State Polytechnic congregation. Respondents in this study are male Muslim students for the 2020, 2021, and 2022 classes, which currently number 1,908 as a population. Furthermore, a sample of 96 people was determined to be the respondent. The sampling technique was carried out by using a random sampling method. The data acquisition results in questionnaires are continued in validity and reliability tests, to be further processed as data for analysis.

Data analysis techniques are used with the method of determining weights, ratings, and scores. After distributing the internal and external factor questionnaires and having tested the validity and reliability, then calculating the weights, ratings, and scores for each Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) is as follows:

a) Weight:

$$\text{Weight} = \frac{\text{Total nilai setiap variabel}}{\text{Total nilai kekuatan} + \text{Total nilai kelemahan}}$$

b) Rating

$$\text{Rating} = \frac{\text{Total nilai setiap variabel}}{\text{Jumlah responden}}$$

c) Score Value

$$\text{Score Value} = \text{Bobot} \times \text{Rating}$$

Table 4. Matriks IFAS (Internal Factor Analysis Summary)

No	Internal Factors	Weight	Rating	Score
Kekuatan (Strengths)				
S1	Strengths and Weakn The BKM of the Medan State Polytechnic Mosque	0,104	4	0,398
S2	Have management with a broad perspective and good workability	0,101	4	0,372
S3	Collaborating with ZISWAF POLMED to distribute	0,105	4	0,400
S4	The preacher who delivered the material put forward morals and Islamic insights	0,100	4	0,367
S5	The treasurer's bookkeeping report is prepared in detail	0,103	4	0,385
Sub Total		0,513		1,921
Kelemahan (Weakness)				
W1	Friday Gift Committee that is not widely available.	0,097	4	0,347
W2	There is no explanation of the division of tasks from each management structure.	0,100	4	0,367

W3	compensation for buildings that have not yet been completed	0,095	3	0,326
W4	Only commissioners and division heads attend meetings most often	0,096	4	0,339
W5	The election system for administrators uses a designation system	0,099	4	0,355
Sub Total		0,487		1,734
Total		1,00		3,655

Sources: Data Processing, 2022

Based on the results of the Internal Factor Analysis Summary (IFAS) matrix table above, the strength factor score is 1.921 and the Weakness factor score is 1.734.

Table 5. Matriks EFAS (Eksternal Factor Analysis Summary)

No	Internal Factors	Weight	Rating	Score
Peluang (Opportunities)				
O1	Student organizations can use the mosque for religious activities	0,104	4	0,388
O2	Procurement/equipment to complete the facilities of the Medan State Polytechnic mosque.	0,106	4	0,401
O3	There is a program to help collect Friday gifts	0,100	4	0,362
O4	HR is ready to create new programs	0,098	4	0,348
O5	Joint Sacrifice Program	0,103	4	0,384
Sub Total		0,512		1,884
Ancaman (Threats)				
T1	When each department no longer donates Friday gifts	0,090	3	0,290
T2	The appointed preacher cannot attend	0,098	4	0,348
T3	There are other mosques whose facilities are much more complete	0,104	4	0,393
T4	Awareness of students who are Muslim is still lacking	0,099	4	0,354
T5	Busy campus activities	0,097	3	0,335
Sub Total		0,488		1,720
Total		1,00		3,604

Sources: Data Processing, 2022

Based on the results of the External Factor Analysis Summary (EFAS) matrix table above, the Opportunities factor score is 1.884, and the Threats factor score is 1.720. Under these conditions, a SWOT Diagram Identification is obtained as in the following table:

Table 6. Total Value Score

Factors		Total Skor	Hasil
Internal	<i>Strengths</i>	1,921	0,08
	<i>Weakness</i>	1,734	
Eksternal	<i>Opportunities</i>	1,884	0,05
	<i>Threats</i>	1,720	

Sources: data processing, 2022

Based on the total score above, the coordinate points on the diagram are obtained from SWOT analysis so that you know the coordinate points and where the quadrant position of the company is appropriate. Determine the quadrant coordinate points, and the following calculations are carried out:

$$x = \frac{(\sum s - \sum w)}{2} = \frac{(1,921 - 1,734)}{2} = 0,09$$

$$y = \frac{(\sum o - \sum t)}{2} = \frac{(1,884 - 1,720)}{2} = 0,08$$

So the coordinate points in the Medan State Polytechnic mosque management strategy are (0.09; 0.08):

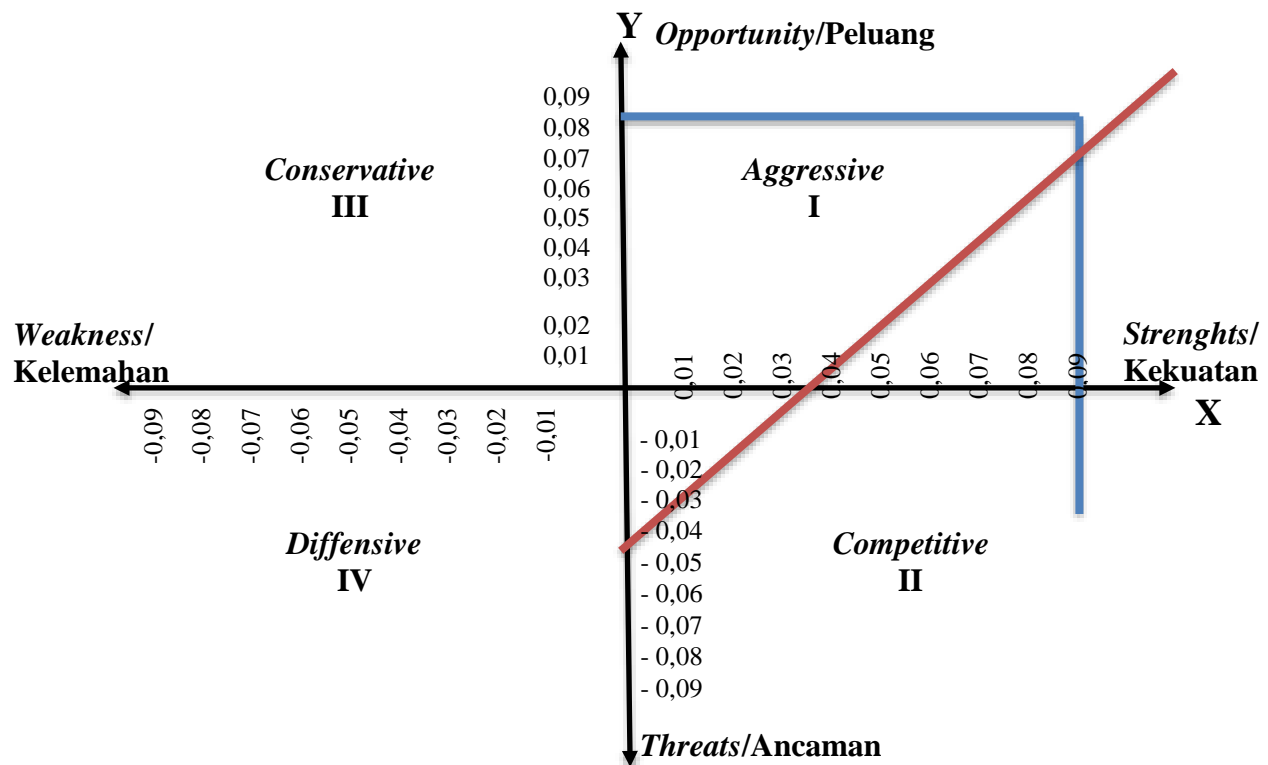


Figure 4.1

Mosque Management Strategy SWOT Diagram Medan State Polytechnic

Sumber : Pengolahan data, 2022

Table 9
Alternatif Strategi SWOT

EFAS \ IFAS	Strengths (S) (Kekuatan)	Weakness (W) (Kelemahan)
	<ol style="list-style-type: none"> 1. BKM Medan State Polytechnic Mosque has a management composition 2. Have broad-minded management and good work skills 3. Cooperate with ZISWAF POLMED for the distribution of compensation 4. The preacher who delivered the material put forward morals and Islamic insights 5. The treasurer's bookkeeping report is made in detail 	<ol style="list-style-type: none"> 1. There are not many available Friday packages 2. There is no explanation of the division of tasks from each management structure 3. Unfinished Building Construction 4. Only commissioners and division heads who attend meetings most often 5. The management selection system uses a point system

Opportunity (O) (Peluang)	Strategi S-O	Strategi W-O
<ol style="list-style-type: none"> 1. Student organizations can use the mosque for religious activities 2. Procurement/equipment to complete the facilities of the Medan State Polytechnic mosque 3. There is a program to help collect Friday gifts 4. HR is ready to create new programs 5. Joint Sacrifice Program 	<ol style="list-style-type: none"> 1. Maintaining Cooperation with ZISWAF POLMED 2. Complete the facilities needed by the congregation. 3. Increasing the joint sacrifice program 	<ol style="list-style-type: none"> 1. Complete facilities and infrastructure 2. Optimizing the distribution of Friday gifts 3. Create new programs that involve all administrators so that each administrator can attend every meeting.
IFAS	Strengths (S) (Kekuatan)	Weakness (W) (Kelemahan)
EFAS	<ol style="list-style-type: none"> 1. BKM Medan State Polytechnic Mosque has a management composition 2. Have broad-minded management and good work skills 3. Cooperate with ZISWAF POLMED for the distribution of compensation 4. The preacher who delivered the material put forward morals and Islamic insights 5. The treasurer's bookkeeping report is made in detail 	<ol style="list-style-type: none"> 1. There are not many available Friday packages 2. There is no explanation of the division of tasks from each management structure 3. Unfinished Building Construction 4. Only commissioners and division heads who attend meetings most often 5. The management selection system uses a point system
Threats (T) Ancaman	Strategi S-T	Strategi W-T

<ol style="list-style-type: none"> 1. When each department no longer donates Friday gifts 2. The appointed preacher cannot attend 3. There are other mosques whose facilities are much more complete 4. Awareness of students who are Muslim is still lacking 5. Dense campus activities 	<ol style="list-style-type: none"> 1. Menjalin silaturahmi yang baik agar setiap jurusan selalu memberikan bingkisan jumatatan. 2. Mengoptimalkan SDM yang ada untuk selalu siap apabila ditunjuk sebagai pengganti khatib 3. Mempertahankan materi yang dibawakan agar selalu mengedepankan akhlak dan wawasan keislaman. 	<ol style="list-style-type: none"> 1. Establish good friendships so that each department always gives Friday gifts. 2. Optimizing existing human resources to always be ready when appointed as a substitute preacher 3. Maintaining the material presented so that it always prioritizes Islamic morals and insights.
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Sumber : Pengolahan data, 2022

Based on the results of the picture above, the position of the Mosque Management Strategy at the Medan State Polytechnic is in quadrant I (Aggressive). This Mosque has opportunities and strengths so that it can take advantage of existing opportunities. And being in this position, you will get the strengths and opportunities you have to deal with the level of problems that exist. The strategy that must be applied in this condition is to support an aggressive growth policy. The type of strategy used by the Mosque is the S-O strategy. Alternative methods in the table above are searched by analyzing each factor.

The determination of the strengths, weaknesses, opportunities, and threats was carried out by interviewing the BKM Board of the Medan State Polytechnic Mosque to find out what triggers the strengths, weaknesses, opportunities, and threats that exist. From the results of the interviews, it was obtained that each of the five variable factors was strengths, weaknesses, opportunities, and threats.

Variable strength factors such as the BKM Medan State Polytechnic Mosque has a board composition, broad-minded management, and good workability, Collaborates with ZISWAF POLMED for the distribution of compensation, Khatib who delivers material prioritizing morals and Islamic insight, and the treasurer's bookkeeping report is made in detail. Weakness factor variables such as the available Friday packages are not many, and there is no explanation of the division of tasks from each management structure; the building has not yet been completed, only the commissioners and division heads who attend meetings most often, and the management selection system uses a designation system. Opportunity factor variables such as Student Organizations can use the Mosque for religious activities, Procurement/equipment to complete the Medan State Polytechnic mosque facilities, There is a program to help collect Friday gifts, HR is ready to create new programs, as well as the Joint Sacrifice Program. And finally, the variable threat factors include when each department no longer donates Friday gifts, the appointed preacher cannot attend, there are other mosques whose facilities are much more complete, awareness of Muslim students is still lacking, and dense campus activities.

Judging from the characteristics of the respondents, Muslim students at the Medan State Polytechnic were male, with a total of 95 respondents, consisting of identification of respondents based on semester, namely semester 1, there were 23 people. In semester 3, there were 35; and in semester five there were 37 people. Setelah dilakukan perhitungan bobot, rating dan nilai skor, maka di dapatkan hasil berdasarkan hasil tabel Matriks

Internal Factor Analysis Summary (IFAS) di dapatkan nilai bobot faktor kekuatan sebesar 0,513 dan nilai bobot faktor kelemahan sebesar 0,487. Maka total nilai bobot sebesar 1,00 sehingga di dapatkan nilai skor faktor kekuatan (Strengths) sebesar 1,921 dan nilai skor faktor kelemahan (Weakness) adalah sebesar 1,734.

Berdasarkan hasil tabel *Matriks Eksternal Factor Analysis Summary* (EFAS) di dapatkan nilai bobot faktor peluang (*Opportunities*) sebesar 0,512 dan nilai bobot faktor ancaman (*Threats*) sebesar 0,488. Maka total nilai bobot sebesar 1,00, sehingga didapatkan nilai skor faktor Peluang (*Opportunities*) sebesar 1,884 dan nilai skor faktor Ancaman (*Threats*) adalah sebesar 1,720.

Dari nilai skor faktor kekuatan, kelemahan, ancaman dan peluang dilakukan perhitungan untuk mendapatkan nilai titik koordinator, didapatkan titik koordinator pada sumbu (X, Y) dengan nilai (0,09 ; 0,08). Dan berdasarkan titik koordinator, bahwa posisi Manajemen Masjid di Politeknik Negeri Medan berada di kuadran I (*Aggressive*). Hal ini masjid memiliki peluang dan kekuatan sehingga dapat memanfaatkan peluang yang ada. Dan berada pada posisi ini di dapatkan kekuatan (*Strengths*) dan peluang (*Opportunities*) yang dimiliki untuk menghadapi tingkat permasalahan yang ada. Strategi yang harus diterapkan dalam kondisi ini yaitu mendukung kebijakan pertumbuhan yang agresif. Jenis strategi yang digunakan masjid yaitu strategi S-O. Alternatif strategi pada tabel di atas di cari dengan menganalisis antara setiap faktor.

Conclusion

Variable strength factors such as the BKM Medan State Polytechnic Mosque have a board of directors, management with a broad perspective and good workability, works together with ZISWAF POLMED for the distribution of compensation, preacher who conveys material prioritizing morals and Islamic insights, as well as making a treasury bookkeeping report in detail. Weakness factor variables such as the available Friday packages are not many, there is no explanation of the division of tasks from each management structure, the building has not yet been completed, only the commissioners and division heads who attend meetings most often, and the management selection system uses a designation system. Opportunity factor variables such as Student Organizations can use the Mosque for religious activities, Procurement/equipment to complete the Medan State Polytechnic mosque facilities, There is a program to help collect Friday gifts, HR is ready to create new programs, as well as the Joint Sacrifice Program. And finally, the variable threat factors include when each department no longer donates Friday gifts, the appointed preacher cannot attend, there are other mosques whose facilities are much more complete, awareness of Muslim students is still lacking, and dense campus activities.

Suggestion

Based on the results of this study, the following suggestions are obtained: It is hoped that mosque management will pay attention to the alternatives that the author has made to serve as a mosque management strategy. It is hoped that this research can be helpful for readers and can be used as a reference for further investigation.

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