

A PROPOSED MODEL FOR STRATEGIC MANAGEMENT (SM) AND MOSQUE PERFORMANCE (MP) IN MOSQUE MANAGEMENT

ALLIA JAAFAR¹, NURUL FADLY HABIDIN², MOHD YAHYA MOHD HUSSIN³, ZAINIZAM ZAKARIA⁴, &
ASNIDA ABDUL HAMID⁵

^{1,2,5}Department of Management and Leadership, Universiti Pendidikan Sultan Idris, 35900 Tanjung Malim,
Perak, Malaysia

^{3,4}Department of Economics, Universiti Pendidikan Sultan Idris, 35900 Tanjung Malim, Perak, Malaysia

ABSTRACT

The purposes of this paper are to identify the critical success factors of management practices for mosque and to develop research model of strategic management practices, and mosque performance. Mosque is one of an important institution for Muslim. In addition, by applying critical success factor of management practice in mosque management, the mosque is able to improve the performance. A structural relationship model using Structural Equation Model (SEM) has been proposed. This model will be used to study the relationship between management practices, and mosque performance for mosque institution. Based on the proposed conceptual model and literature reviewed, research hypotheses are being developed.

KEYWORDS: Strategic Management, Management, Performance, Mosque, Critical Success Factors

INTRODUCTION

Mosque is a sign or symbol for Muslims. It is a place to do the main worship for Muslims. The mosque is also a place for Islamic community to execute social activity such as community development, learning, recreation and discussion. Its function does not limit as a place to perform pray only. This is because worship in Islam is in many ways. For example, donations, reciting al-Quran, tighten the bond between Muslims and any good deeds are considered as worship in Islam. As a Muslim, we should emphasize the role of mosque by having an appropriate system to manage the mosque. Compared to the role of the mosque in the old days and now, there is a huge difference. Nowadays, the role of the mosque is underestimated by certain people. The mosque function widely known by certain Muslims only as a place to perform prayer. Compare in the old days, the mosque is a very great institution where mosque is a place of worship, political, military, state administration, the formation of national policy, the relationship between the states and so on (Wahab, 2008).

Therefore, in order to strengthen the mosque institution, it requires suitable management practices. The choice of right management practices will contribute to improve the performance of a mosque. Management of mosque is becoming crucial because this institution might fail if it does not have appropriate management. Due to the awareness of some parties, has now existed tertiary education institution that offers the program of mosque management. There have been graduates in Executive Diploma in Mosque Management (Jeffrey, 2011). This shows the importance of the mosque.

Not only the management of company should be concerned, but even mosques should also be emphasized to us as Muslims. Hence, the management of the mosque should be emphasized its importance. Mosque institution should be governed or managed systematically, where it should consist of the organization committee.

The purpose of this paper is to determine and develop research model for the mosque management practices and to evaluate its impact on the mosque performance. There is least research to explore which practices that should be exist in mosque management. Seven practices that has been chosen namely; Development and Maintenance (DM), Financial and Endowment (FE), Education and Development (ED), Security (SEC), Welfare and Community (WC), Women and Family Development (WFD), Youth (YTH).

This paper briefly explain introduction of proposed management practices that researchers think appropriated to be included in mosque' management. The next section will be review the literature on seven management practices and develop research hypotheses. Then the researchers will continue with a proposed research model, methodology, and the last section of conclusion with future research.

LITERATURE REVIEW

Mosque is a very important institution for Muslim and it is a non-profit organization. Accordingly, it requires a different management of the organization that generates funding. There is little similarity between the management of the mosque with other organizational management. According to Borhan et al. (2011), the role of the mosque organization is to plan and organize all activities of the mosque.

Mosques are administrated under the authority of State Islamic Council, respectively (Ahmad et al., 2010). As an illustration, mosque which is located in Perak will be under the authority of Perak State Islamic Council. According to Jaafar et al. (2010), there are two teams involved in mosque management which including mosque' organization committee and mosque' officers. Mosque organization's committee plan and execute all activities in mosque. Whereas, mosque officers that stands of inspectorate, priest, preacher, muezzin and siak whose have been appointed from council or Department of Islamic Affairs and been given allowances. These officers only execute their own tasks which have been determined.

Development and Maintenance

Mosque' building is the main aspect that should be considered in the management of the mosque. This is because inside and outside the mosque is a place to worship, assemble and carry out activities that had been planned. These activities can be run smoothly if the mosque' building is well maintained. Maintenance is defined as the preservation of a building so that it can serve its intended purposes (Ibrahim et al., 2009). They also indicated that one of the important practices in mosque' management is its maintenance.

It is a must of having a plan for an effective facilities maintenance management (Lavy and Bilbo, 2008). Referring to Thompson (1994), the maintenance of a building must meet the requirements of occupants and just not been measured by the maximum use of the plant and equipments.

In the research of Sabri and Noor (2007), there is some abandoned part in mosque. This might due to overlook by the committee. Based on the finding from Mustari and Nor (2010), there is positive result from respondents regarding systematic management and maintenance of mosque. Maintenance is needed to keep up its structural integrity as well as its aesthetic appearance both inside and outside (Ibrahim et. al., 2009). Regarding to Mustari et al. (2010), good infrastructure is one of the factors attracting people to come to the mosque. Infrastructure of mosque is including its building that need to maintain. Other than that, facilities in mosque are also need to be taken care of. Facilities such as furniture and electric appliances tend to damage if not been maintained. The main purpose of maintain the facilities is to make sure they can be used for long term apart of taking care of them.

Financial and Endowment

Financial management in an institution should be done with honesty, transparent and trust. All details regarding fund' flow should be listed and noted down by the responsible committee. Financial management in mosque is one of the important issues that raise many parties attention (Wahab, 2008). As stated by Hussin et al. (2012), mosque is the place to develop Islam so financial fund need to be managed with honesty. Mosque is not an organization which is generating own fund or profit. Therefore, there are some mosques that making their own income by handling activities such as making sale and offering car wash services.

Mosque fund sources inclusive of donation from many parties. Two main financial funds are from the provision of state government and the public. Fund is a type of sources to supply to the organizations whether profit and non-profit organization (Adil et al., 2013). Mosque is a non-profit organization and receives funds from other parties. Apart from the stated sources, there are certain mosque which receives contribution and alms from corporate bodies (Hussin et al., 2012). As an action, mosque need to have a person to organize the in and out of the funds or money to avoid misuse of it.

Mosque is also receiving properties that have been endowed by certain parties or people. Endowment is a type of gift or present in a form of property for the use of general without voiding the right of the giver on the given property (Wahab, 2008). Types of endowment received by mosque are land; land and rental; land and building; and others. These types of endowment need to be managed by mosque organization to avoid abandoned. If the endowment assets develop correctly, the assets can be used as a capital and can generate income to mosques (Wahab, 2008). This will lead to benefits for all people especially Muslims.

Education and Development

Each person in the world needs to have knowledge and education either formal or informal. Without knowledge, one person unable or find it is hard to face challenges. Mosque has been considered as a main source to achieve the objectives in knowledge. Referring to Wahab (2008), mosque is the place of origin for schools.

Mosques have great influence and impact on human and community education, especially from a spiritual aspect. This is because the mosque is a place of teaching, the defense and preservation of Muslims who visit and encourage Muslims to do good deeds and charity. Mosque at the time of the Prophet and the Companions became official for religious affairs and education related to the advice and teaching until the scholars in the past so do not know where people gathered to get knowledge except in the mosque (Abdul-Aziz et al., 2008).

Abdul-Aziz et al. (2008) summarized the functions of mosque from knowledge aspect are as a place of learning and culture, moral and spiritual education, social and political education, and physical education and physical health. The existence of this aspect in mosque management practices will influence people to go to mosque. Apart of normal preach delivery during Friday' prayer, a mosque might hold a class for children and woman as well.

Security

Security and safety of a building need to be considered as well in mosque management practices. The function is intended to avoid the situation or unwanted events that may cause danger to users of mosque. Nowadays, there are too many cases regarding theft of mosque' moneybox. As reported by Sinar Harian Newspaper dated 19th July 2013, the money in mosque's moneybox had been stolen over again. Apart from that, there is also the theft of property belonging to visitors and mosque' facilities (Sinar Harian Online, 2011). Stated by Utaberta (2010), safety issues in mosque are including mosque' equipment theft, moneybox and so on.

There are many ways to remain the safety of mosque. The mosque can install closed-circuit television (CCTV) camera in mosque area. This CCTV camera functions as surveillance to unintended event in mosque. Apart from that, mosque committees need to appoint some volunteer to guard the mosque area. These volunteer might also guarding nearby housing area as well. Besides, mosque need to be locked whenever it is not been used. The key might be kept by a trustee person in mosque such as priest. The place or room to store valuable things need to be provided (Utaberta, 2010). Anything that might attract people to steal should be store in the safe area and been locked.

Welfare and Community

Taking care of welfare between Muslim is demanding in Islam religion. Living in community is a nature of a human. Human cannot live alone without mixing with community or neighbour. Islam promotes to greet each other and tighten the bonding, regardless of religion. (Wells & Spinks, 1999) found that communication between each community is crucial in an organization.

This paper suggested that the mosque implement welfare programs for the parishioners. Some examples of welfare programs that can be implemented are to provide Islamic pawn broking scheme facilities for the convenience of parishioners in need of money, for example to hold weddings, child admission to the university, to perform the pilgrimage, and cover medical costs. Muslims were encouraged to help each other in any ways as long as it is not violate the commands of Allah SWT. Welfare is not only in term of money but the usage of human energy as well.

Woman and Family Development

Woman should not be deprived in an institution. Woman is a backbone of a man. They also plays important role and contribute to mosque management. Woman are no longer just managing the household but involved in social and community activity (Murni, 2007).

There are many activities in mosque that can be done by women such as watering plants, sweeping rubbish, organizing chair and tables, cleans the prayer areas (Ghani, 2013). Apart from that, they can also attend classes available in mosque. Class that can be held in mosque that suits woman group such as sewing class, preaches, and Al-Quran class. Besides, this group of people can also help each other that might have a problem in marriage or family.

Woman should not just stay at home but also need to mix with community and neighbourhood. The Prophet (S.A.W) also allows women to join classes or any educational activities in mosque (Wahab, 2008). The classes can be held by woman to woman because they understand each other better. It is more proper for a woman to be taught or preached by a woman. By joining such classes, mothers can convey anything they learn from classes in mosque to children or family. Women involvement in mosque will strengthen the bonding among women in the mosque (Ghani, 2013). Besides that, they can plan suitable activities in mosque because they know their own need and interest.

Youth

The youth are the pillars of the country. They were back up to elderly group and will inherit the leadership in future. UNESCO defined youth age is in the transition from dependent person to independent person. Pointed to Wen (2011) under a new National Youth Policy, youth is a person in age range of 18 until 25 only.

Regarding to Mueller et al., (2010), religions is one of the factors that influence teenager's behaviour. Hence, as a main place for Muslim to perform worship, it is necessary to a mosque to have committee for youth generations. As a result, they will be more close to mosque.

Young people need to be involved in planning to attract their interest. Once the mosque organizations refer to them, the ideas given by them are transparent and genuine (Snowball, 2007). The age difference between youth and adult might raise complicated issues. For example, youth generation might be more up to date in technology, so this might be a benefit to mosque as they can contribute new idea in attracting more young people to come to mosque. Other than that, these young people understand the need for their age group.

Mosque Performance (MP)

Performance is an achievement from management practices. Performance can be measured by result achieved and benefits that can be enjoyed by all people. The output of management practice in mosque is been measured. Performance should increase efficiency and effectiveness of mosque. For instance, religious class in mosque had contributed in order to strengthen faith and improve the quality of worship among Muslim (Kadir, 2007). The purpose of Muslim is to obey to Allah S.W.T.

In addition, Adil et al. (2013) found that proper management in mosque can make it easy to serve mosque users. Referring to Singh and Mirchandani (2006), the objectives of non-profit organization is to fulfil the need required by community. Regarding to Ali (2005), one of the mosques in Singapore named as Assafaah Mosque performance measured by user friendly to three respective categories which are youth, family and community. This is parallel to the function of mosque a main place of worship.

A PROPOSED RESEARCH MODEL

The proposed research model aims to analyze the practices of management for Perak’s mosques. This model presented in figure 1. To understand the relationship of management practices, strategic management and performance improvement in Perak’s mosque, the following hypotheses were set up to be tested. According to literature review, these hypotheses will be stated based on numbering system from H1. This style of hypotheses statement is chosen due to the nature of answering hypotheses using structural equation modelling methods.

H₁: There is a positive and direct significant relationship between management practices, strategic management and mosque performance.

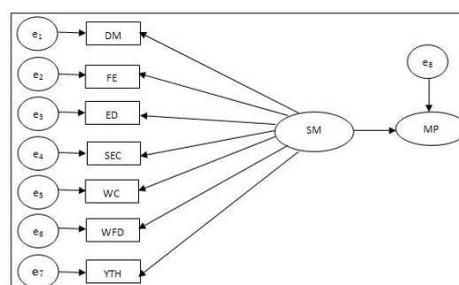


Figure 1: Model of the Study

***Note:** DM=Development and Maintenance, FE=Financial and Endowment, ED=Education and Development, SEC=Security, WC=Welfare and Community, WFD=Women and Family Development, YTH=Youth, SM=Strategic Management, MP=Mosque Performance

METHODOLOGY OF THE STUDY

In achieving the objectives of the study, sample methods are by using structured questionnaire. The population of this study comprised some mosques in Perak state.

Using SEM methods, sufficient data is required so that important differences or relationships can be observed, should they exist. Structural equation modeling techniques were utilized to perform requires statistical analysis of the data from the survey. Exploratory factor analysis, reliability analysis and confirmatory factor analysis to test for construct validity, reliability, and measurements loading were performed. Having analyzed the measurement model, the structural model was then tested and confirmed. The Statistical Package for the Social Sciences (SPSS) version 17 was used to analyze the preliminary data and provide descriptive analyses about thesis sample such as means, standard deviations, and frequencies. Structural Equation Modeling (SEM using AMOS 6.0) will use to test the measurement model.

CONCLUSIONS

Based on the findings in the previous section obtained some conclusions. The aim of this study was to determine the practices of management for mosques. With the practices implemented in the mosque management, it will lead to better management and will benefits to everyone including mosque organizations and the users of the mosque. In addition, to seek blessing from Allah S.W.T

However, not many studies related to mosque management. There are certain studies but only focus on financial aspect and least on other aspects. Therefore, this study has been conducted based on proposed research model. It aims to identify the relationship between strategic management and mosque performance and to determine whether it can be implemented in mosque in all over Malaysia. Based on the previous studies and proposed research model, the hypothesis has been constructed. The next step of this study is to design a questionnaire, which will be used for pilot study data collection in mosque.

ACKNOWLEDGEMENTS

The researchers would like to acknowledge the Ministry of Higher Education (MOHE) for financial funding of this research thought Fundamental Research Grant Scheme (FRGS), and Research Management Centre (RMC) UPSI for Research University Grant (RUG).

REFERENCES

1. Retrieved July Monday, 2013, from UNESCO:
<http://www.unesco.org/new/en/social-and-human-sciences/themes/youth/youth-definition/>
2. Adil, M. A. M., Sanusi, Z. M., Jaafar, N.A., Khalid, M.M. and Aziz, A.A. (2013). Financial Management Practices of Mosques in Malaysia.
3. Ahmad, J., Ahmad, S., Majid, M. A. and Wahid, H. (2010). Dana dan Harta Masjid di Malaysia: Ke Arah Pengurusan Strategik.
4. Ali, M., (2005). Peranan dan Sumbangan Institusi Masjid Dalam Pembangunan Masyarakat Melayu Islam di Singapura: Satu Kajian di Masjid Assyafaah, Sembawang.
5. Borhan, J. T., Hussin, M. Y. M., Muhammad, F. and Hussin M.F.A. (2011). Membentuk Usahawan Muslim: Peranan Dana Masjid. *Jurnal Akademi Pengajian Islam, Universiti Malaya, Nilam Puri* , pp. 53-66.
6. Ghani, A. M. A. (2013, May 27). Manfaat waktu terluang.
7. Hussin M. Y. M., Muhammad, F., Razak, A. A., Habidin, N. F. and Mohamad, S. I. S. (2012). Eksplorasi Dana Kewangan Masjid di Negeri Perak. *PROSIDING PERKEM VII, JILID 2* , pp. 1274 - 1286.

8. Ibrahim, M. N., Rasid, A. A. A. and Yahya, M. R. (2009). Maintenance Management of Kariah Masjid: A Preliminary Study on The Technical Background of Masjid's Maintenance Staff In Federal Territory Kuala Lumpur.
9. Jeffrey, S. A. (2011, February 12). Kumpulan pertama dalam pengurusan masjid dapat pengiktirafan.
10. Kadir, F. A. A. (2007). Keberkesanan Kelas Agama di Masjid Daerah Hulu Langat Selangor. *Jurnal Usuluddin* , pp. 73-88.
11. Lavy, S. and Bilbo, D. L. (2008). Facilities maintenance management practices in large public schools, Texas. *Facilities maintenance management*, Vol. 27(1/2), pp. 5-20.
12. Mueller, T., Bensyl, D., Vesely, S. K., Oman, R. F. and Aspy, C. B. (2010). The association of attendance at religious services and involvement in church/religious activities and youth assets, by gender, with youth's engagement in sexual intercourse. *Health Education* , pp. 125-134.
13. Murni, S. P. D. (2007). Peranan Wanita Dalam Pembangunan Ekonomi Dan Sosial Di Sumatera Utara Dari Tahun 1950-1990: Tumpuan Khusus Kepada Kegiatan Wanita Di Kotamadya Medan.
14. Mustari, M. I. and Nor N. A. M. (2010). Persepsi Pelajar 3 Spi Terhadap Peranan Masjid Dari Sudut.
15. Sabri, A. Z. S. A. and Noor, M. R. M. (2007). Peranan dan Kepentingan Pengurusan Sumber Manusia dalam Pengurusan Masjid.
16. Snowball, C. (2008). Enticing teenagers into the libraries. *Library Review* ,Vol. 57(1), pp. 25-35.
17. Singh CA. J. and Mirchandani, P. (2006). Performance Measurements For Not-For-Profit Organisations. *The Chartered Accountant*, pp. 1754-1758.
18. Thompson, P. (1994). The Maintenance Factor in Facilities Management. *Facilities*, Vol.12(6), pp. 13-16.
19. Utaberta, N., Othman, H. and Surat, M. (2010). Dokumentasi, Analisis dan Penggunaan Hadith: Satu Penilaian Ke atas Rekabentuk Masjid Moden di Malaysia. *Journal of Building Performance*, pp. 29-56.
20. Wahab, A. (2008). Financial Management of Mosques in Kota Setar District : Issues and Challenges.
21. Wells, B., and Spinks, N. (1999). Communicating with the community. *Career Development International*, Vol. 4(2), pp. 108-116
22. Wen, L. W. (2011, November 17). Only those aged 18 to 25 defined as youth . *The Star*

