

# Organizational Communication Management of The Jogokariyan Mosque Prosperity Council in Improving the Professionality of Mosque Management

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**Abstract**— Jogokariyan Mosque is one of the mosques located in Yogyakarta. This mosque has its own uniqueness compared to others. This uniqueness lies in the communication management of the organization from its management. Due to its uniqueness, the Jogokariyan Mosque was awarded an award as a good example by the Ministry of Religious Affairs. Moreover, the Jogokariyan Mosque is also known as a global village mosque as reported by several national news media. Departing from good management skills by the Yogyakarta Jogokariyan Mosque Prosperity Council, the researcher raised a study entitled "Organizational Communication Management of the Yogyakarta Jogokariyan Mosque Prosperity Council in Improving the Professionality of Mosque Management". This study aims to determine how Organizational Communication Management of the Yogyakarta Jogokariyan Mosque Prosperity Council in Improving the Professionality of Mosque Management. This research was applied to Yogyakarta Jogokariyan Mosque using descriptive qualitative research methods. The data collected were in the form of interview scripts with sources, documentation from researchers and related parties, as well as observations made by researchers while in the field. This study uses Stoner's theory of management, including Planning, Organizing, Leading, Controlling (POLC). The results of this study indicate that the organizational communication management of the Jogokariyan Mosque Prosperity Council in improving the professionalism of mosque management has produced very good results. One of this can be seen from how the management of other mosques both in Yogyakarta and from outside the region, many of which have made a comparative study to the Jogokariyan Mosque to then learn about the management of the Jogokariyan Mosque.

**Keywords**—*Organizational Communication, Management, Professionality*

## I. INTRODUCTION

Every organization has a structure of superiors and subordinates, a superior-serves as the person who has the highest authority to regulate and coordinate the running of the organization's wheels, while subordinates or members have their respective duties according to their fields in

running the organization's wheels in order to achieve organizational goals [1]. Alignment between superiors and subordinates will be more easily created when there is closeness between the two, for that more intensive communication is needed, one of which uses organizational communication. The importance of the role of the organization and the climate in it will determine the achievement of the shared goals of the organization [2].

This research is entitled "Organizational Communication Management of the Yogyakarta Jogokariyan Mosque Prosperity Council in Improving the Professionality of Mosque Management" and the object of this research is a mosque called the Jogokariyan Mosque, is located in Jogokariyan Village, Yogyakarta. There are at least 28 divisions that work at this Jogokariyan mosque, including the clinic and health bureau, law and advocacy bureau, economic development bureau, library bureau, community action committee bureau, and many more [3]. The number of innovations, service breakthroughs, and activities that are taking place at the Jogokariyan mosque are what make this mosque never empty of crowds of worshipers. There have been many comparative studies conducted. The aim is none other than to imitate the management of this Jogokariyan mosque. Starting from the Mosque Prosperity Council around the city of Yogyakarta, to large mosques in Indonesia, even to foreign mosques (detik.com, November 2019).

The number of innovations, service breakthroughs, and activities that take place at the Jogokariyan mosque is what makes this mosque never deserted from the crowd of worshipers, even the morning prayers are as crowded as Friday prayers. Even outside the month of Ramadan, the congregation of prayers is always crowded. Many comparative studies have been conducted. The aim is none other than to imitate the management of this Jogokariyan mosque. Starting from the Mosque Prosperity Council around the city of Yogyakarta, to big mosques in Indonesia, even to foreign mosques (detik.com, November 2019).

Initially, this mosque was classified as a relatively small mosque for a city as big as Yogyakarta, at the beginning of

its establishment this mosque was only a small langgar on the edge of Jogokariyan village. But over time this mosque is growing, and now it is not only growing, but its name has been famous to foreign countries. The Jogokariyan Mosque is now transformed into a global village mosque.

Based on the facts that the researchers managed to collect, either directly by visiting the location of the mosque or through the national news media, the researchers found a lot of information about this Jogokariyan mosque, one of which was the making of this mosque as a national pilot mosque in 2016 by the ministry. religion (banten.kemenag.go.id, November 2019).

## II. METHOD

In this study, the researcher will use qualitative research methods with descriptive presentation, i.e. research methods to collect information about a symptom that is described as it was during the research process [4]. The research method that is used as the direction of the researcher is descriptive research that describes the condition of the subject or object of the researcher (institution, community, area, etc.), when describing the organizational communication that carried out by the Jogokariyan Mosque Prosperity Council in improving the professionalism of mosque management.

## III. RESULT AND DISCUSSION

In an effort to build a healthy organizational atmosphere between superiors and subordinates, communication serves to minimize conflicts between two types of interests, both personal interests and common interests. According to [5] there are at least two dimensions of communication in organizational life, namely:

First, internal communication, namely the process of exchanging messages between superiors and subordinates of the organization both horizontally (one-way / horizontally among members) and vertically (reciprocity between superiors and members). There are two types of internal communication, namely personal communication that occurs between communicators and communicants face-to-face directly or through media intermediaries, while group communication occurs between a person and a group which usually occurs during meetings, briefings, or ceremonies. Where this group can be large or small in scope.

Second, external communication, namely the process of delivering messages between the organization and audiences outside the organization. This is necessary to find out how much influence the existence of the organization has on the surrounding environment. So that later the organization can evaluate its performance through an assessment that the community or external parties provide.

In order to improve professionalism in mosque management, the board of the Jogokariyan Yogyakarta Mosque Prosperity Council always tries to make various efforts through organizational communication in which there are various important aspects of an organization. Among them, a structured membership, good coordination, has a common goal, and what is no less important is a place to hone one's potential for the better. One form of the efforts of the Jogokariyan Mosque Prosperity Board in improving the professionalism of mosque management is by implementing

important stages of a management function in the management process.

In order to build a healthy organizational atmosphere with well-maintained internal and external communication in it, it is necessary to cooperate with all members of the organization to continue to improve professionalism in its management system. The efforts of the management of the Prosperity Council of the Jogokariyan Mosque in Yogyakarta to improve management professionalism, namely by always trying to make various kinds of efforts through organizational communication in which there are various important aspects in an organization. Among them, a structured membership, good coordination, having a common goal, and no less important is as a place to hone one's potential to be better.

According to Stoner, to achieve the goals of an organization and professional management there are at least 4 stages of management that must be applied in the organization, namely: planning, organizing, leadership (leading), and controlling.

Planning shows that a manager or leader of an organization first thinks about its goals and activities. Based on the results of interviews with researchers with sources from the Jogokariyan Mosque Board of Directors, in the interview it was explained that the Jogokariyan Mosque Prosperity Council held a working meeting agenda or work meeting at the beginning of the management period, where the results of the work meeting would determine all program planning for the next 4 years. for a period. From starting to determine what the work program is, what bureau to run it, how much is the estimate for the funds, how much time to implement it, what kind of targets, and strategies in its implementation.

In the work meeting there were 130 members, of which 130 members were spread across 30 bureaus and would later carry out the programs that had been arranged in the work meeting of the Jogokariyan Mosque Prosperity Council. There are bureaus, including clinical and health bureaus, law and advocacy bureaus, blood donation bureaus, economic empowerment bureaus, haji guidance agencies, Islamic education and studies bureaus, library bureaus, and many more. The existence of a work meeting involving all members is in accordance with Stoner's theory that the importance of planning (planning) carefully for every action that will be carried out by an organization. Not only arbitrarily any leader or member, but must go through a deliberation and consensus stage that involves every human resource in the organization [6]. Not only carelessly arbitrarily by the leader or its members, but must go through the stage of deliberation and consensus that involves every human resource in the organization.

Of the work programs that have been prepared by 30 existing bureaus, the aim is none other than so that the community or congregation will increase in number, are interested in coming to the mosque, and are more happy to be in the mosque environment. Even though at first it was just for playing, traveling, and wanting to know what the daily activities of the Jogokariyan mosque were like, it was hoped that from that curiosity it would have grown a sense of getting closer to the mosque, actively following every agenda of activities held by mosque administrators, and finally

establishing a relationship. a close relationship with the mosque.

The programs arranged by the management of the Prosperity Council of the Jogokariyan Mosque in the work meeting include two things, namely spiritual (spiritual) activities including congregational prayer movements, fostering various kinds of worship, studies or tabligh akbar, organizing TPA, commemorating Islamic holidays. , and many more. Then horizontal (social) activities include routine allowances for the poor or underprivileged communities, free health checks, scholarships, economic empowerment, and many more. In addition to carrying out the scheduled activities that have been arranged, the Prosperity Council of the Jogokariyan Mosque also often carries out incidental activities, such as participating in helping when a disaster occurs, be it individuals or certain areas, in the form of material and human resources.

Based on the observations and the results of the interview above, it shows that the Jogokariyan Mosque Prosperity Council has implemented a careful planning process by considering the objectives of the programs being implemented, the objectives of the programs being compiled, and how the strategies are in realizing these programs.

Organizing means that the leaders of an organization coordinate the human resources and material resources owned by the organization. The effectiveness of an organization depends on its ability to direct existing resources to achieve goals. Of course, the more integrated and coordinated the work of an organization is, the more effective the organization will be. One of the duties of the leader is to achieve such coordination.

In the interview conducted by the researcher, the resource person explained that the Jogokariyan mosque is quite different from other mosques in terms of membership. This is because the number of members in the management of the Yogyakarta Jogokariyan Mosque Welfare Council is very large, namely 130 members. However, it is not without reason that the Jogokariyan mosque has that many members in its management, but because so far there are 30 bureaus or divisions alone and it is possible to continue to develop according to the demands of the times.

The reason why the Jogokariyan Mosque Prosperity Council has created such many bureaus is none other than so that everything in various aspects needed by the congregation or the community can be served as much as possible. Prior to the recruitment of members, the Jogokariyan Mosque Prosperity Council held a democratic party for the election or election of the general chairman, who would later lead the management for the next period or 4 years. The activities of the democratic party were held by the KPT (Takmir Election Committee) of the Jogokariyan Mosque.

In the election process, all people in the Jogokariyan village were involved to participate in voting. To attract public interest to participate in the voting, the Jogokariyan mosque provides hundreds of servings of soup and traditional snacks. There are also free medical check-ups and healthy walks. Apart from being provided with food and medical examinations, voters also had the opportunity to get

various door prizes, such as gas stoves, fans, irons, and the main prize for Umrah tickets.

Regarding the recruitment of members, as much as possible the daily board led by the elected general chairman tries to place each candidate member in the bureau they want, in the sense that it is in accordance with the basic abilities they have. The goal is that when later running the program these members do not feel overwhelmed. One of the ways is by giving flexibility to choose the bureau they want. However, if in the selected bureau it turns out that the quota has been met, then it will be transferred to another bureau whose quota still has space and is still relevant to the ability of the prospective member.

One of the efforts of the Jogokariyan Mosque Prosperity Board to produce qualified and professional Human Resources (SDM) or members, apart from selecting talent interests during the recruitment process, also by conducting upgrading not long after the inauguration. To continue to maintain the performance of all members, including the daily board, they will be given upgrading or coaching. At least four times during one period.

Seeing the results of observations and interviews between researchers and speakers of the Jogokariyan Mosque Prosperity Council regarding the organizing stage in management, it is in accordance with the theory presented by Stoner that in the organizing process. The effectiveness of an organization depends on its ability to direct existing resources to achieve goals.

Leading shows how the leaders of an organization direct and influence their subordinates, using other people to carry out certain tasks. By creating the right atmosphere, they help their subordinates to do their best.

Based on the results of interviews with researchers and speakers at the Jogokariyan Mosque Prosperity Council, it was explained that in the process of carrying out leadership or direction, of course, at least one must understand the obligations of a leader. Among them, namely motivating members to have optimal and maximum performance in carrying out their mandate. One of the efforts is to try to always be friendly, open, and be part of the team. So when there is an opportunity the chairman will not only rule, but also take part in taking a role, then members will feel comfortable with the presence of the leader and his presence will always be expected.

As a leader, he must always be able to motivate members. Because thus members will provide good feedback to the organization, namely in the form of optimal and maximum performance. One way is to treat all members as best as possible without being picky and always provide motivation to maintain stable performance.

When it appears that there is a problem, be it an individual problem or a problem within one of the bureaus, the chairman will promptly call for action before the problem gets bigger. If the problem is in one of the bureaus, the bureau will be summoned to then be invited to sit together to discuss until we find solutions to the bureau's problems. However, if the problem lies with an individual, then the chairman will try to take a persuasive approach personally to help find solutions to the problems of the person concerned.

In addition to providing motivation, building good communication, and being a problem solver of every problem, a task that is no less important for a leader is to be able to make correct and measurable decisions in all matters relating to the organization. Because if not, then the goals of the organization will be difficult to achieve optimally.

Based on the observations and the results of the interview above, it shows that the Jogokariyan Mosque Prosperity Council has made every effort to carry out leadership (Leading) as it should. This is in accordance with what was stated in Stoner's theory of leadership (Leading), that a leader of an organization should be able to direct and influence his subordinates, using other people to carry out certain tasks. By creating the right atmosphere, they help their subordinates to do their best.

Controlling Control (controlling) shows how the leaders of an organization try their best so that the organization moves towards its goals. If the organization moves in the wrong direction, the leader tries to find the cause and then directs it back to the correct goals of the organization.

In interviews conducted by researchers, resource persons explained that the Jogokariyan Mosque Prosperity Council made efforts to minimize the possibility of overlapping authority or deviation in the implementation of duties. This has been done since the beginning of the management, to be precise during a work meeting with all members. when the work meeting takes place, in one of the sessions all members are given an explanation. Then in addition to the explanation during work meetings, the daily management of the Jogokariyan Prosperity Council also always conducts weekly evaluations with members. However, to make each member feel comfortable, weekly meetings are not always held formally in the room. Sometimes the meeting is also held at a dining place or other place, in other words, in a weekly meeting the place and time are more flexible.

This also applies not only to the general chairman of the members in general, but also to the coordinators of all bureaus. Each head of the field also does the same thing as what the general chairman said. The goal is that there is one command and there is no miss communication. In essence, both the general chairman, the head of the division, the bureau coordinator, and fellow members all have the duty to remind, support, and work hand in hand to realize the ideals of the Jogokariyan Mosque Prosperity Council organization.

Still in the controlling stage, an important concern to always be discussed is the standard of success. The goal is to be able to always prepare and develop strategies for each work program of the Yogyakarta Jogokariyan Mosque Prosperity Council. By determining the standard of success and formulating the right strategy, the work program that has been designed is likely to achieve maximum results.

In an effort to get optimal and maximum results in each series of activities from the work program, routine evaluations are also held every week or after implementing a

program of activities of the Jogokariyan Mosque Prosperity Council. The aim of this evaluation is that it is hoped that the deficiencies and mistakes of each activity program that have been carried out can be a reference so that they do not repeat themselves in future activities and become learning materials so that future programs can get more optimal and maximum results.

Based on the results of observations and interviews between researchers and sources of the Jogokariyan Mosque Prosperity Council regarding the controlling stage in management, these control efforts are in accordance with Stoner's theory regarding controlling, that as much as possible the organization should move towards its goals. If the organization moves in the wrong direction, the leader tries to find the cause and then directs it back to the correct goals of the organization.

#### IV. CONCLUSION

In this research, the researcher concluded that the Communication Management organization of the Yogyakarta Jogokariyan Mosque Prosperity Council is in the context of efforts to increase the professionalism of mosque management, which was in the form of implementing a fundamental management system and must be implemented in an official institution that is well structured like a government. But based on a sense of volunteerism between each of its members. The management system applied by the Yogyakarta Jogokariyan Mosque Prosperity Council is consist of four stages, which are planning, organizing, leading, and finally controlling.

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