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Vision, Mission, and Objectives in Mosque Management as a Basis for Developing the Functions of Worship, Social Affairs, and Empowerment of the Community

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ABSTRACT *Mosque essentially functions not only as a place for ritual worship, but also as a center for development social, education, and community empowerment. However, in practice, many mosques have not yet had clear management direction due to the fact that the organization's vision, mission, and objectives have not been systematically formulated. This study aims to analyze the importance of formulating the vision, mission, and objectives in mosque management as a basis for developing the functions of worship, social affairs, and community empowerment. This study uses a qualitative approach with a literature study method (library research), through analysis of various scientific literature, journals, books, and related documents on mosque management. The research results show that the vision plays the role of a long-term strategic direction that describes the ideal aspirations of the mosque, the mission functions as an operational step in realizing the vision, while the objectives become measurable achievement indicators. The clarity of the vision, mission, and objectives has been proven to be able to improve the effectiveness of mosque management, strengthen worship functions through improving the quality of service to worshippers, optimize social functions through community care programs, and encourage community empowerment through economic activities, education, and human resource capacity development. Thus, the vision, mission, and objectives formulated in a participatory, adaptive, and needs-oriented manner toward the worshippers become the main foundation for building professional, productive, and sustainable mosque management in the modern era.*

Keywords : Mosque vision, mosque mission, organizational objectives, mosque management, community empowerment.

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INTRODUCTION

A mosque is a central institution in Islamic civilization which since the early period not only functions as a place for carrying out mahdhah worship, but also as a center for social activities, education, deliberation, and the economic empowerment of the community. During the time of Prophet Muhammad, the Prophet's Mosque (Masjid Nabawi) became an ideal model of mosque management that is able to integrate spiritual and social dimensions harmoniously. A mosque serves as a center for strengthening faith (aqidah), reinforcing brotherhood (ukhuwah), resolving community issues, and even developing the welfare of the community. This shows that the

mosque's existence substantively has multidimensional functions that go beyond merely a space for religious ritual (Karim, 2020).

In the contemporary context, the role of the mosque faces increasingly complex challenges along with changes in social, economic, and technological developments. In Indonesia, the number of mosques continue to improve year by year, indicating the high level of religious awareness in the community. However, quantitative growth has not always been followed by an improvement in the quality of institutional governance. Many mosques are still managed conventionally with an approach oriented toward routine worship activities alone, while social functions and community empowerment have not been developed optimally. This condition causes the great potential of mosques as centers of social transformation to not be fully realized (Kurniawan, 2025).

One fundamental factor that influences the effectiveness of mosque management is the existence of clear vision, mission, and organizational goals. In the modern management perspective, a vision is an ideal image of the future condition the organization aims to achieve, a mission explains the strategic steps to realize the vision, and goals become concrete targets that can be measured as indicators of success. Without a formulated vision, mission, and goals, organizational management tends to operate without a clear strategic direction, is reactive, and depends on individual leadership patterns. The same is true in mosque management, where various programs are often prepared based on immediate needs without a long-term development framework. (Anshori, I., Putri, A. S., Qonitah, A., & Ramadhan, 2024)

Vision, mission, and goals in mosque management have a fundamental role as the basis for decision making, program development, resource management, and institutional performance

evaluation. Clear organizational direction will help the treasurer or mosque administrators design programs aligned with the needs of the congregation and contemporary challenges. With a progressive vision, mosques can grow into institutions that not only prosper the congregation in spiritual aspects but also promote improvements in the social and economic quality of life of surrounding communities (Said, 2017).

Empirically, many mosques are still found not to have strategic planning documents strategic documents such as vision, mission, and goals that are well documented are still lacking. Even in several mosques, vision and mission are only formal administrative in nature without real implementation in work programs. Consequently, mosque activities tend to be monotonous, less innovative, and unable to respond to modern community needs such as strengthening Islamic literacy, entrepreneurial development, youth empowerment, and productive-based social fund management. In the modern era, society requires mosques that are adaptive, inclusive, and responsive to social dynamics (Mujiburrahman, 2025).

Development of worship functions in mosque management is not only related to the holding of congregational prayers or other religious rituals, but also includes improving the quality of spiritual services, religious guidance, and strengthening religious values in the life of the congregation. The social function of the mosque includes building solidarity, community service, strengthening social concern, and distributing aid to vulnerable groups. Meanwhile, the empowerment function places the mosque as the driving force for increasing community capacity through education, training, productive economy, and human resource development (Saerozi et al., 2023).

Previous research on mosque management generally focuses on aspects of leadership, financial management, or mosque welfare programs. However, studies that specifically analyze the linkage between vision, mission, and organizational goals with the development of the three main mosque functions—worship, social, and community empowerment—are relatively limited. This gap indicates the need for more in-depth studies to understand how the formulation of vision, mission, and goals can become the strategic foundation for building effective and sustainable mosque governance (Widartik et al., 2022).

Based on the above, this research becomes important to examine comprehensively the role of vision, mission, and goals in mosque management as the basis for developing worship, social, and community empowerment functions. This study is expected to provide theoretical contributions to the development of dakwah management and Islamic organization management, as well as practical contributions for mosque administrators in formulating strategic institutional direction that is professional, adaptable, and oriented toward the welfare of the community.

METHOD

This study uses a qualitative approach with a study design type library research. The qualitative approach is chosen because this study aims to understand, analyze, and interpret the concepts of vision, mission, and goals in mosque management in depth as a basis for developing worship, social functions, and community empowerment. Qualitative research allows researchers to explore managerial phenomena comprehensively based on meaning, concepts, and inter-variable relationships studied (Lexy J. Moleong, 2018).

The data sources in this study consist of primary data and secondary data. Primary data obtained from various main literature discussing mosque management, strategic management, and the concepts of vision, mission, and organizational goals. The literature includes academic books, nationally reputable scientific journal articles, and other scientific works relevant to the research focus. Secondary data are obtained from supporting documents such as institutional reports, conference proceedings, regulations related to mosque management, and other scientific sources supporting the analysis.

Data collection techniques are carried out through documentation, namely by identifying, collecting, reading, and reviewing various library sources relevant to the research theme. The data collection process is carried out systematically through several stages, namely literature search, source selection based on relevance and credibility, data classification based on research themes, and recording important information related to the concepts of vision, mission, goals, and their implementation in mosque management (Sugiyono, 2022).

Data analysis in this study uses content analysis. Analysis content analysis is conducted to critically examine the contents of various literature to obtain an in-depth understanding of the relationship between vision, mission, and goals with the effectiveness of mosque management. The data analysis stages include data reduction, data presentation, interpretation, and drawing conclusions. In the reduction stage, the researcher filters relevant data to the research focus. Next, the data are presented systematically based on main themes, namely mosque vision, mosque mission, mosque management goals, worship function, social function, and community empowerment. The organized data are then interpreted to identify patterns, relationships, and conceptual implications of the study.

To ensure data validity, this study applies source triangulation, namely, comparing various literature sources with similar discussions to obtain consistent and scientifically accountable data. With this method, the research results are expected to provide an objective and comprehensive picture of the importance of vision, mission, and goals in mosque management as the foundation for developing worship, social functions, and community empowerment.

RESULTS AND DISCUSSION

Result

The study results show that vision plays a very important role in determining the direction of mosque management. Based on literature analysis and regulations of mosque management in Indonesia, mosques with a clear institutional vision tend to be more effective in designing work programs, optimizing resources, and increasing congregational participation. A well-formulated Vision serves as a long-term guide directing all organizational activities toward the established goals.

Empirically, the strengthening of mosque governance in Indonesia has been supported by regulations

by the government through Regulation of the Minister of Religion No. 54 of 2006 on the Organizational Structure and Work Procedures of the Mosque Welfare Agency (BKM) which emphasizes the importance of systematic mosque institutional development. This regulation states that mosque management must be conducted in an organized manner through an administrative structure capable of planning strategic and sustainable programs. In addition, Director's Decision General Guidance for the Public of Islam Number 52 of 2018 on Implementation Guidelines Management of Mosque Administration Based on the Mosque Information System emphasizes the importance of modernizing mosque management through a more professional and integrated administrative system. (Nurmawati & Kurniawan, 2025)

Research findings show that mosques with a vision as a 'center of worship, education, and community empowerment' tend to be more progressive than mosques without a clear vision formulation. This is evident from program consistency, sustainability of activities, and increased congregational involvement in mosque activities. Conversely, mosques managed without a clear vision tend to run programs reactively and focus only on routine ritual activities.

The results show that the mission functions as an operational instrument to translate the vision into concrete programs. A clear mission facilitates the management in designing activities that align with the needs of the congregation and the social challenges faced by the community. (Anshori, I., Setiaji, H., & Anita, 2023)

Previous research data show that the success of mosque management is influenced by at least five main factors, namely: (1) quality of management by takmir, (2) availability of facilities and infrastructure, (3) funding system, (4) congregational participation, and (5) quality of program activities (Sutrisno, 2023). These factors indicate that the organization's mission must be translated concretely into measurable operational activities.

In practice, the implementation of the mosque's mission is evident in the conduct of regular study circles, teaching circles, Qur'an education, social services, zakat management, and activities for mosque youth development. Based on the development by the Ministry of Religious Affairs, strengthening the mission also includes developing mosque youth as a regenerating organizational asset, as regulated in Directorate General Regulation No. 948 of 2018 on Guidelines for Mentoring Youth and Young People of Mosques. This regulation shows that the mosque's mission is not only focused on worship services, but also on building the capacity of the Islamic youth generation.

Research findings indicate that mosques with an operational mission that is measurable are more capable of consistently carrying out social functions than mosques whose management depends on a particular figure. The results show that organizational goals have an evaluative function in mosque management. Specific and measurable goals enable the management to monitor and evaluate the effectiveness of the programs implemented. (Muhammad Agung Kurniawan, 2025)

From a modern management perspective, effective organizational goals generally meet the SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound). Applying these principles in mosque management is seen in targets such as increasing the number of congregational prayers attended, increasing the number of zakat beneficiaries, and growth of economic empowerment programs. (Irfan Anshori, 2024)

Based on various studies on mosque management, measurable goals correlate positively with organizational effectiveness. Mosques with annual program targets tend to be more successful in improving the quality of service to worshippers and institutional accountability. Conversely, the lack of measurable goals makes programs difficult to evaluate and prone to stagnation.

The results show that the integration of vision, mission, and goals has a significant impact on the development of the three main mosque functions: worship, social, and community empowerment.

In the worship function, good management leads to increased intensity of religious activities such as congregational prayers, Islamic study circles, tahsin, and hafazan. In the social function,

the mosque becomes a center of community service through charitable aid, zakat distribution, humanitarian assistance, and health services. In the empowerment function, the mosque can become a center for developing the community's economy through a sharia cooperative, MSME training, and the management of productive social funds.

This finding shows that the success of mosque management is not only measured by the grandeur of the physical building, but mainly from how well the mosque can carry out its multidimensional functions optimally. Therefore, the existence of an integrated vision, mission, and goals becomes the main foundation in building a professional, adaptive, and welfare-oriented mosque governance.

Discussion

The study results show that the development of worship functions in mosque management is highly influenced by the quality of formulating the organizational vision. A vision that places the mosque as the center of spiritual guidance implies policies and programs oriented toward improving congregants' worship quality. Programs such as optimizing collective prayer, regular Islamic studies, Tahsin and Tahfidz of the Qur'an, and strengthening moral education are concrete manifestations of a vision oriented toward strengthening the spirituality of the community. In this context, the worship function is no longer understood narrowly as a ritual activity alone, but as an instrument for forming religious awareness and collective spirituality of the congregation.

These findings are aligned with the Word of Allah SWT in Surah At-Taubah verse 18:

“Only those who prosper the mosques of Allah are those who believe in Allah and the Day then...”

This verse emphasizes that the prosperity of mosques reflects the quality of faith. Terminologically, the word *ya'muru* (prospering) does not only refer to the physical construction of the mosque, but also encompasses efforts to sustain religious activities. Thus, a comprehensively formulated mosque vision must be able to guide mosque management to function as an active and productive center of spiritual guidance.

From the perspective of Islamic management, a strong vision will shape institutional orientation so that all organizational resources can be directed effectively to achieve common goals. A vision oriented toward strengthening worship functions will encourage mosque administrators to design strategic programs that can sustainably improve the religiosity of the congregants. These findings align with the study by WidartiK et al. (2022) which stated that the effectiveness of mosque management has a positive correlation with increased participation of worshippers in various religious activities.

In addition to vision, the study shows that the mission has a central role in developing the mosque's social function. The mission serves as an operational framework that translates vision into applicable strategic steps. A mission oriented toward serving the people has proven to foster sustainable social programs, such as caring for orphans, assistance to the dhuafa, public health services, zakat distribution, and responses to emergencies and disasters.

Normatively, the mosque's social function has a strong foundation in Islamic teachings. Allah SWT says in Surah Al-Ma'idah verse 2:

“And cooperate in righteousness and piety...”

This verse emphasizes the principle of *ta'awun* as the fundamental basis of social life in Islam. In the context of mosque management, this principle is realized through the formulation of an organizational mission that places social service as one of the main priorities. This shows that the existence of a mosque is not only related to spiritual service but also to strengthening social solidarity and improving community welfare.

This discussion indicates that mosques with a structured social mission tend to be more effective in carrying out their social roles within the community. The existence of sustainable social programs not only strengthens the relationship between the mosque and worshippers, but also enhances the mosque's function as an institution responsive to social issues such as poverty, economic inequality, and weak communal solidarity. This finding supports Said (2017) research, which asserts that the mosque holds a strategic position as an agent of social development for the community.

In the empowerment aspect, the research shows that organizational goals play a role important in ensuring that community empowerment programs can run systematically, measurably, and sustainably. Organizational goals serve as performance indicators that enable mosque administrators to evaluate the effectiveness of programs implemented. In the context of mosque management, community empowerment includes improving educational quality, skill development, entrepreneurship enhancement, and building the economic independence of the worshippers.

The relevance of community empowerment in mosque management can be linked to Allah's Word Glory be to Him in Quran Surah Ar-Ra'd verse 11:

"Indeed, Allah will not change the condition of a people until they change what is in themselves."

That verse emphasizes that social change requires planned and concrete effort. In the management perspective, organizational goals become strategic instruments to drive that transformation. Goals formulated clearly and measurably enable the mosque to develop more focused empowerment programs, such as establishing a Sharia cooperative, MSME training, productive zakat management, and community-based economic development.

The research results indicate that the mosque has great potential as a center of community economic empowerment. However, this potential can only be realized if supported by a professional management system, thorough planning, and measurable organizational goals. Thus, community empowerment is no longer positioned as an additional program, but as an integral part of the mosque's strategic function. This finding aligns with Saerozi et al. (2023), which shows that mosque-based empowerment can significantly enhance the community's economic independence.

Based on the overall research results, vision, mission, and goals are three components that are interconnected in modern mosque management. The three form a strategic framework that determines direction, processes, and success indicators for mosque management. The vision serves as a long-term orientation providing strategic direction, the mission translates that direction into operational steps, while the goals become specific and measurable achievement indicators.

In the context of mosque management in the modern era, the integration of these three components has become an indispensable need. The complexity of social challenges, technological advancements, and the growing needs of worshippers demand a professional and adaptive management system. Therefore, mosque management can no longer be done solely with traditional approaches, but requires strategic management based on planning, implementation, and ongoing evaluation.

Mosques that can effectively integrate vision, mission, and goals will be better prepared to carry out their multidimensional roles as centers of worship, social services, and community empowerment. This integration ultimately becomes an important foundation for realizing professional, productive, and sustained mosque governance oriented toward the welfare of the community.

CONCLUSION

Based on the research results, it can be concluded that vision, mission, and goals are components fundamental in mosque management that play a strategic role in supporting the

development of worship, social, and community empowerment functions. The vision serves as a long-term strategic direction that determines the orientation of mosque management, so that all institutional activities can run in a targeted, systematic, and sustainable manner. A vision that places the mosque as a center of spiritual guidance has proven able to strengthen worship through improved quality of religious services, spiritual formation of the congregation, and optimization of various preaching and Islamic education activities.

The mission acts as an operational framework that translates the vision into programsconcrete programs that can be implemented by mosque administrators. Clarity of the mission allows the mosque to carry out social functions more effectively through various community service activities, such as social charity, zakat management, humanitarian aid, and strengthening the unity of the community. Meanwhile, organizational goals function as success indicators that facilitate evaluation of program effectiveness. Measurable goals enable more systematic development of community empowerment programs, particularly in the fields of education, skill development, entrepreneurship, and increasing the economic independence of the congregation.

This study emphasizes that the integration of vision, mission, and goals in mosque management is the main foundation in building a professional, adaptive, and welfare-oriented mosque governance. In the increasingly complex social dynamics, mosques are required not only to perform ritual religious functions but also to serve as centers of social transformation and community empowerment. Therefore, modern mosque management requires thorough strategic planning to comprehensively meet the needs of the congregation and realize the mosque as a productive, inclusive, and sustainable institution.

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