



Analysis of Mosque Financial Management in the Development of Mosque Funds in Indonesia

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Abstract

As public facilities and places of worship for the Muslim community, mosques often receive funds from various sources. However, unfortunately, the financial management of mosques in Indonesia is still not optimal. This research was carried out to look at the financial management of mosques. This research was carried out using a qualitative approach. The data used in this study came from various research results and previous studies that discussed financial management carried out in mosques. This study found that the mosque's function can be optimized to empower the community in social, economic and cultural factors. Unfortunately, the mosque's cash management by mosque institutions is still not optimal, where only the operational needs of the mosque are repaired, but the need for empowerment of the people is abandoned. Therefore, mosque cash needs to be divided into two, namely productive funds and consumptive funds. This is done so that the mosque's money can help improve the people's economy.

Keywords: *Financial Management; Fund Allocation; Mosque*

Introduction

Islamic history proves that mosques have a central function in the lives of Muslims. The mosque at the time of the Prophet Muhammad was the center of Muslim activities, such as studying, discussing economic issues, increasing solidarity and friendship and various other activities (Koehrsen, 2021). More than a function that is only a place of worship and preaching, mosques also play a role in aspects of community empowerment both from social, cultural, and economic factors. This is why the existence of a mosque is essential in the lives of Muslims, especially the number of Muslims who are the majority in Indonesia (Wahab et al., 2021).

In line with the increasing number of mosque constructions and the Muslim population in Indonesia, the opportunity to optimize mosque functions related to mosque financial management will be even greater. The command to prosper the mosque is clearly stated in the Qur'an and As-Sunnah, and given the magnitude of the positive impact on the broader community, growing the mosque itself requires effort in managing the mosque's finances to achieve goals for the benefit of the people (Fahmi, 2022).

The mosque itself is classified as a non-profit organization and a non-profit organization which means a collection of individuals who have a specific goal and strive to achieve that goal and are not oriented to profit or wealth simply because the funds obtained come from government funds, community donations, zakat, infaq, shadaqah and community waqf (Abdullah, 2020). These funds must be managed properly and transparently. For this reason, in terms of managing the financial management of mosques, it is necessary to contribute to the Indonesian Mosque Council, the Mosque Prosperity Agency, and the community in helping to develop optimal mosque financial management (Riwajanti, 2019).

According to the Regulation of the Minister of Religion of the Republic of Indonesia Number 6 of 2006 Article 6, the Mosque Prosperity Agency intends to improve mosques' welfare through management, maintenance, and increasing prosperity (Febriansyah & Wahyuni, 2021). Regarding the concept of mosque financial management, the fact is that there are still many mosques that manage their funds for consumptive matters only. If managed productively, mosque funds will be much more beneficial and develop well (Syahnan et al., 2022).

In terms of consumption, mosque funds are intended for mosque needs, such as mosque renovations, buying prayer mats, Al-Quran, etc. Meanwhile, in terms of productivity, the mosque's funds were lent to the community to open a business that was established around the mosque's yard (Sobri et al., 2021). Indirectly, two aspects are utilized simultaneously, namely, the mosque's cash and courtyard. This is where the mosque's cash turnover occurs by empowering the community to achieve the benefit the people themselves (Nasor et al., 2019).

However, in the financial management of the mosque, this is a big responsibility for its prosperity agency. Because every mosque fund issued must be recorded appropriately. Moreover, monitoring the business of the people founded from mosque funds must also be monitored and guided intensely (Miharja et al., 2018). This is where it is demanded that in the financial management of mosques, the reporting must be accountable and transparent so that the public also believes that mosque funds are intended for useful things (Fitria et al., 2022; Istan & Warsah, 2019).

Without realizing it, the mosque's financial management is primarily related to its financial management, and this makes mosque management more professional in terms of selecting and sorting out various priorities for mosque needs to create optimization of activities based on empowering people whose existence and benefits can be realized concretely (Rashid, 2018). Mosque financial management also forms the arrangement of good planning, proper implementation of activities, correct evaluation, neat organization, correct administration and effective and efficient work mechanisms.

Financial Management

Financial management is all activities related to financial management decisions and financial assets. The main objective of financial management is to obtain maximum profit through available financial resources (Mosteanu & Faccia, 2020). The scope of financial management starts from searching for financial sources, using the obtained finances, and distributing profits resulting from financial management. Financial management can be held individually or through a company (Nizam et al., 2019).

Decision-making in financial management relies on accounting data, especially information in financial statements. The scope of decision-making in financial management is divided into financial policy, investment policy and dividend policy (Roychowdhury et al., 2019). The benefit of financial management is to provide welfare to the holders of financial resources. Financial management application includes financial institutions, industry, and government, especially the public sector (Alawattage & Azure, 2021).

One of the goals of financial management is to maximize the company's value. Another goal of financial management is to minimize the use of company costs. Financial management also aims to

provide maximum profit to shareholders based on the share price (Mahrani & Soewarno, 2018). In addition, financial management also seeks to prepare the capital structure, increase efficiency and reduce the company's operational risk. Thus, if the company is sold one day, the price can be set as high as possible. A manager must also suppress the flow of money to avoid unwanted actions (Saona et al., 2020).

Method

The approach used in this study is a qualitative approach through descriptive methods. The data used in this study were obtained through a literature study derived from previous studies and studies on financial management in mosques. Research data that researchers have successfully collected will be processed so that researchers can find later the results of this study.

Findings and Discussion

Mosque Financial Management

The mosque comes from the word *sajada-sujudan*, which means broken, obedient, and submits with respect and reverence, or a place of prostration. The mosque is also one of the functional places for Muslims because managing the mosque is one of the essential aspects of prospering the mosque. Nowadays, mosques are also suspected to be one of the drivers of the people's economy, based on the financial quality of the mosques that exist today (Abdul Malee & Mohd Balwi, 2021).

Financial management is one of the solutions in efforts to achieve mosque prosperity. Mosque financial management is a step and action in helping the mosque *takmir* make a plan that utilizes the potential of the mosque, which is managed effectively and efficiently to benefit the people. Mosque financial management is not only limited to studying how to get mosque funds and its capital structure but also learning how to use these funds effectively and efficiently.

Indirectly, mosque funds are divided into two allocations of funds: mosque funds in consumptive forms and mosque funds in productive forms. Mosque funds in the consumptive form are mosque funds or cash intended as allocations for use for the physical needs of the mosque. While mosque funds in the productive form are mosque funds or cash, managed by providing capital loans to the community as the opening of a business that is run in the area around the mosque, in this case, the mosque's financial turnover will also be more well managed.

Seeing the phenomenon of mosque progress, marked by the increasing number of mosque constructions and the growth of Muslims, especially in Indonesia, mosque management is also one of the efforts that are intensively carried out as a solution for mosque financial management. One of the essential things in mosque financial management is good financial management. Because good financial management can affect the programs planned by the mosque itself.

For this reason, the mosque's financial management should be managed by a mosque *takmir* who is trustworthy, honest and responsible. Because the mosque's funds must be explained to the community regarding its allocation. For this reason, the community needs evidence of accountability and transparent mosque cash management so that increasing public trust in management is also carried out correctly.

Mosque Fund Potential

Sources of mosque funds come from donors, charity boxes, *infaq*, *shadaqah*, *zakat*, *waqf* and even from the government. For this reason, there is considerable potential in efforts to develop mosque funds

as a step to prosper the mosque and empower the community. Economic development currently being intensified by the community is related to Islamic economics, and one of them is pursued by developing Islamic economics through mosques. The potential of mosque funds is an opportunity for mosque cash turnover through financial management by allocating funds to mosque programs that benefit the people (Syaikhu et al., 2021).

When examined more deeply, many Islamic financial institutions have been growing, coupled with the incessant development of productive zakat funds and the management of mosque financial management, which should synergize for the community's welfare. However, the problem lies in managing these funds, the parties entitled to receive them, reporting their financial management and optimizing the allocation of mosque funds. So until now, related to the potential of mosque funds has not provided a significant output for improving the economy of the ummah.

For this reason, the potential for good mosque funds depends on the mosque's financial management process. Financial management optimization must be pursued as well as possible to impact the ummah's economic welfare.

Mosque Financial Management Policy

In the mosque's financial policy, records and administration are needed in the form of bookkeeping to know the income and expenses of the mosque as a reference for reporting to the congregation. The forms of financial policy are as follows: First, receipt, in which case the takmir of the mosque must have proof of acceptance from whom the funds were obtained. The recording of the income of funds must also be qualified for one of the items such as shadaqah, infaq, zakat and so on. Then the reporting of the income of these funds must be recorded periodically and informed to the congregation of the mosque. Second, the cash expenditure of the mosque must also be recorded for what funds are used, and proof of the expenditure must also be included so that the financial statements are valid. Third, budget and control, in this case, mosque funds are intended for work plans for activities contained in the mosque program and tools for monitoring and controlling mosque activities. Fourth, financial reports become one of the efforts in recording expenses and receipts. Financial transactions must follow the applicable rules to account for all financial transactions, from documents to information in the form of financial statements. Fifth, mosque financial management must be based on essential management, namely POAC (Planning, Organizing, Actuating, Controlling). There is a pattern of planning, organizing, controlling and supervising the allocation of mosque funds to the community (Kepenek et al., 2022).

Management Mosque Financial Accountability and Transparency

Accountability is the obligation of the trustee (agent) to provide accountability, present, report, and disclose all activities and activities that are his responsibility to the trustee, who has the right and authority to ask for such accountability. The Islamic view of accountability is addressed to the community (stakeholders) as a horizontal responsibility (Hartikayanti & Jayanti, 2022).

Transparency means the openness of an organization in informing public resource management activities to parties who need information. The value of transparency in the view of Islam is very demanding on the importance of honesty for every piece of information in an organizational institution, including religious organizations such as mosques.

Accountable and transparent reports influence efforts in developing mosque funds. Because the concept of accountability is closely related to the transparency of financial statements. The preparation of financial reports is one form of the need for transparency which is a prerequisite for supporting accountability in the form of openness to public resource management activities. The aim is to explain how accountability is carried out and to increase public trust in the mosque takmir regarding the implementation of his duties in managing mosque finances.

Mosque Financial Supervision

Supervision can be considered an activity to find essential constraints in the results achieved from the planned activities. Such supervision occurs when there are errors, failures and ineffective instructions so that something undesirable happens rather than the goals to be completed. Therefore, the supervisory function needs to be carried out (Lopez-Martin et al., 2020).

Financial reporting presents transactions within an organization, including the mosque's scope. Mosque financial reporting has a big responsibility. The mosque's financial report, which only consists of income and expenses, is made in the form of a report that is still simple. When the report information is provided to the public, it can be understood as a whole.

The utilization of mosque funds managed by the mosque takmir is also supervised by the National Mosque Council. This is done so that financial management runs functionally. Both are intended for the allocation of consumptive and productive funds. Good internal control and supervision and the involvement of mosque administrators in managing mosque finances to develop mosque funds seem to increase the mosque's financial performance.

In line with improving the mosque's financial management performance, there will also be a public trust in providing funds to the mosque, and the community may become permanent donors. In essence, supervisors have a significant influence on improving the performance of the mosque's financial management.

Mosque Financial Management Regulation

The development of mosque funds can be carried out correctly if the mosque's financial management can be managed optimally. Given that many mosques still have not implemented mosque financial management, it is necessary to make a mosque financial management regulation to provide knowledge to the mosque takmir. Optimal mosque financial management is divided into two allocations: productive and consumptive (Miharja et al., 2018).

In this regulation, mosque cash comes from community donations, infaq, zakat, waqf, alms, and the government. For this reason, the task of the mosque is to manage it, which is assigned to the Mosque Prosperity Agency. Then BKM made a plan related to allocating funds for the mosque. The allocation of funds is divided into productive and consumptive fund allocations.

The management of mosque funds can be done productively by lending the mosque money to people who want to open a business. However, note that the person does have an entrepreneurial spirit, and the business is run around the mosque environment. The feedback obtained from productive financial management has an indirect impact on the utilization of the mosque's yard and the mosque's cash turnover.

So that when the business run by the community runs smoothly, the loan money can be returned, and even that person is likely to become a donor at the mosque. A mosque supervisor also carries out efforts run by the community to review the success of these efforts. This is what is said: the financial management of the mosque can empower the community and even raise the economic side of the community, which needs capital.

In terms of consumptive allocation of mosque funds, mosque funds are intended to meet the physical needs of mosques, such as renovating damaged mosque buildings, buying mukenah, Al-Quran or other necessities. Management based only on the consumptive makes the mosque's treasury not grow. The rest of the cash is only saved as cash for urgent needs without being able to grow and be used consistently.

Therefore, if financial management is carried out carefully, mosque management will be carried out as it should. This is why the regulation of mosque financial management must be implemented within the scope of the mosque. It should also be realized that the existence of a regulation without a strong regulation or fatwa is the same as that regulation is only a discourse. For this reason, it is necessary to intervene from the National Sharia Council, as the board has the right to formulate a fatwa related to this matter.

Regulations or fatwas made by DSN-MUI regulate the financial management of mosques. However, the fatwa must also be intended for the takmir of the mosque as the trustee of the mosque. The mosque management must comply with these regulations so that later the synergy between the regulations and the concept of mosque financial management can be functionally optimized (Pati et al., 2021).

Efforts in carrying out mosque financial management, there must be factors that support and hinder the running of good mosque financial management. In terms of cash flow processing, Mosque financial management needs to add external outcomes to motivate mosque administrators to effectively and efficiently improve the writing of financial reports.

The paradigm of mosque administrators also needs to be renewed, considering how strategic the mosque is when it functions as a trigger for the revival of the people. It doesn't just stop at the sheer majesty of the physical building, which is a measure of the success of the mosque management in managing and advancing the mosque. There need to be new and fresh ideas according to the local mosque community's needs, so the mosque can be a place to return to if the congregation faces various problems.

This reason requires qualified people to become mosque administrators, not carelessly. So it is time to revitalize the mosque takmir training as an initial provision to raise the strength of the mosque-based community. As for the fact that there are still many mosque administrators who do not understand the social reality in their mosque environment for various reasons, they are busy with themselves, so they do not have time to pay attention to the movements of people's lives. So it must be thought that whoever becomes the takmir of the mosque is not among those who are too busy with their schedule of activities, so their primary task as takmir is neglected. Being a mosque takmir is required to be pro-active to achieve the function of the mosque in helping the congregation solve their life problems, so it takes a lot of time to socialize with the community around the mosque.

In essence, the synergy between DSN-MUI regulations on mosque financial management and regulations on takmir binds each other to optimize financial management in the development of optimal mosque funds.

Conclusion

From the study results, it was concluded that the role of the mosque, according to the Al-Quran and As-Sunnah, explained that the mosque could be optimized as a place for community empowerment in terms of economic, social, cultural and so on. The problems that arise in mosque institutions are regarding the ineffective financial management of mosques. There are still many flows of mosque cash used only for the operational needs of the mosque without being developed for the empowerment of the people. Mosque cash must be divided into two allocations of funds: productive and consumptive. The allocation of these funds is intended so that the mosque's cash turnover can be used to improve the economy of the ummah.

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