

MOSQUE MANAGEMENT ACTIVITIES IN REALIZING THE "RAMAH MUSAFIR" CONCEPT AS A FORM OF SERVICE TO THE COMMUNITY AT ARRIDHO MOSQUE, PERUMNAS MANDALA, MEDAN DENAI DISTRICT

Tarmizi Harahap^{1*}, Kamalia²

State Islamic University of North Sumatra

E-mail: tarmizi0104222123@uinsu.ac.id, Kamalia@uinsu.ac.id

Received : 02 Juny 2026

Accepted : 11 July 2026

Revised : 22 Juny 2026

Published : 30 July 2026

Abstract

This study aims to analyze the implementation of the planning function in the management of Arridho Perumnas Mandala Mosque, with the goal of realizing a traveler-friendly concept as a form of service to the community. The research is motivated by the gap between the ideal conditions (Das Sollen) for managing a traveler-friendly mosque and the actual conditions (Das Sein) in the field; while the needs of congregants and travelers regarding mosque facilities continue to rise, these have not yet been fully matched by structured service planning. A qualitative approach involving field research was employed. Data were collected using three techniques: observation, interviews, and document analysis. The findings indicate that the planning undertaken by the mosque administrators encompassing the development of service programs, physical facilities, digital technology utilization, and community engagement serves as a determining factor in establishing a traveler-friendly mosque. The study concludes that structured planning enhances the quality of service to the community and strengthens the mosque's role as a center of Islamic civilization.

Keywords: *Mosque management, Planning, Traveler-friendly, Community service, Digitalization*

INTRODUCTION

Mosques play a central role in the lives of Muslims, not only as places of worship but also as centers for social activities, education, and community service (Hidayat, 2020). Since the time of the Prophet Muhammad (peace be upon him), mosques have been a symbol of Islamic civilization that integrates spiritual and social functions into community life. In the modern context, the functions of mosques have become more complex as they must meet the increasingly diverse needs of congregants, ranging from routine worship and religious education to social services and assistance for travelers (Jurnal Pelayanan Umat, 2021). The Arridho Perumnas Mandala Mosque stands as one of the mosques located in an urban residential area with a heterogeneous congregation. As a mosque situated in a residential neighborhood, its management is required to tailor its services to the needs of the surrounding community, including both regular congregants and travelers who stop by to rest and worship. From the perspective of modern mosque management, services for travelers are a crucial component, as today's high levels of community mobility require mosques to provide comfortable, safe, and easily accessible facilities (Sulaiman, 2023).

Normatively (Das Sollen), modern mosque management should ideally provide well-planned services, including adequate physical facilities, the use of digital technology, and active community involvement, so that the concept of traveler-friendly mosques can be fully realized. However, empirically (Das Sein), the management of some mosques in residential areas—including the Arridho Mosque at Perumnas Mandala—is still carried out through informal deliberations without standardized written procedures. This gap between the ideal and the actual conditions serves as the starting point for this study, particularly in examining the extent to which these functions have been implemented by mosque administrators. The concept of traveler-friendly practices in Islam is closely tied to the values of convenience and service to others. Islam places great emphasis on travelers through various forms of religious accommodation and encouragement to assist those who are on a journey (Journal of Fiqh and Worship, 2020). In the context of mosque management, the concept of traveler-friendliness is realized through the provision of physical facilities such as clean restrooms, comfortable ablution areas, rest areas, access to drinking water, parking areas, and digital information services regarding prayer schedules and mosque activities. Rahman (2023) explains that adequate physical facilities are a key factor in enhancing the comfort of worshippers and fostering a positive

MOSQUE MANAGEMENT ACTIVITIES IN REALIZING THE "RAMAH MUSAFIR" CONCEPT AS A FORM OF SERVICE TO THE COMMUNITY AT ARRIDHO MOSQUE, PERUMNAS MANDALA, MEDAN DENAI DISTRICT

Tarmizi Harahap et al

image of the mosque within the community. Advances in digital technology have also had a significant impact on modern mosque management. The use of social media, prayer schedule apps, online information services, and digital payment systems has become an integral part of innovative mosque services today (Hidayat & Nuraini, 2024). Yusuf (2024) explains that the digitization of mosque services can improve the effectiveness of services for the congregation and make it easier for the public to access information quickly and efficiently.

In addition to facilities and digitalization, community involvement in mosque management is also a key factor in improving the quality of services for the congregation. Lubis (2022) explains that community participation can strengthen mosque management because congregants feel a shared responsibility for maintaining facilities and supporting social service programs. Rahman (2022) also emphasizes that community involvement can strengthen social solidarity and enhance the sustainability of mosque programs. The urgency of this research lies in the importance of developing a mosque management implementation model that is adaptive to the needs of congregants and travelers. A mosque that functions solely as a place of worship without structured social service programs will lose its relevance amid the development of modern society (Journal of Da'wah Management, 2025). Therefore, this study employs a qualitative approach using field research to analyze the implementation of management functions at the Arridho Perumnas Mandala Mosque in order to realize the concept of traveler-friendly services as a form of holistic and sustainable community service.

LITERATURE REVIEW

Previous research serves as an important foundation for understanding traveler-friendly mosque management. A study conducted by Lukmanul Hakim explains that effective management of mosque facilities can improve the quality of service for worshippers, particularly for travelers in need of a comfortable place to rest. In his study on a model for managing mosque facilities for travelers at the Al-Falah Grand Mosque in Sragen, it was found that facilities such as rest areas, luggage storage, clean restrooms, free Wi-Fi, and a CCTV-based security system are key factors in creating a traveler-friendly mosque (Hakim et al., 2026).

Another study indicates that the digitization of mosque services also contributes to improved services for worshippers. Yusuf (2024) explains that the use of digital technologies—such as prayer schedule apps, information on mosque activities, and digital payment services—can enhance the effectiveness of services for the congregation. Digitization makes it easier for travelers to access information quickly and efficiently, thereby making mosque services more adaptable to the changing times.

Furthermore, Rahman (2023) explains that the provision of well-maintained physical facilities in a mosque can create comfort for congregants and enhance the mosque's positive image in the community. Facilities such as clean ablution areas, rest rooms, parking areas, and social services serve as key indicators in realizing a traveler-friendly mosque.

Based on these previous studies, it can be concluded that the success of the traveler-friendly concept is influenced by the provision of facilities, social services, the use of digital technology, and community involvement in mosque management. This study differs from previous research in that it specifically focuses on the implementation of operational functions in the management of the Arridho Perumnas Mandala Mosque to realize the traveler-friendly concept as a form of service to the congregation.

METHOD

This research uses a qualitative approach with a field research design. The qualitative approach was chosen to systematically describe the implementation of the planning function in the management of Arridho Perumnas Mandala Mosque in realizing the traveler-friendly concept (Creswell & Creswell, 2018). The research was conducted directly in the field, namely at Arridho Perumnas Mandala Mosque, to obtain primary data regarding the implementation of mosque service functions.

Data collection in this research was carried out through three techniques, namely observation, interviews, and documentation study. (1) Observation was conducted by directly observing the condition of facilities, service activities, and the implementation of management at Arridho Perumnas Mandala Mosque. (2) Interviews were conducted with the Chairman of the Mosque Prosperity Board (Badan Kemakmuran Masjid/BKM) to obtain data regarding the process of implementing mosque services. (3) Documentation study was carried out by collecting supporting data in the form of activity documentation, facility photographs, and records of service programs. The data obtained were analyzed descriptively through the stages of data reduction, data display, and conclusion drawing (Miles & Huberman, 1994), in order to systematically describe the implementation of the planning function in realizing the traveler-friendly concept at Arridho Perumnas Mandala Mosque

RESULTS AND DISCUSSION

The results of the research show that the implementation function plays an important role in realizing the traveler-friendly mosque concept at Arridho Perumnas Mandala Mosque as a form of service to the community. Based on the results of observation, interviews, and documentation study, the implementation carried out by the administrators covers four main aspects, namely the implementation of service programs, the implementation of physical facilities, the implementation of digital technology utilization, and the implementation of community involvement (Hidayat, 2020).

Organizational Structure of the Mosque Prosperity Board (BKM) of Arridho Perumnas Mandala

The organizational structure is an important part of understanding the division of tasks and responsibilities in mosque management. In this research, the BKM administrators served as research informants, with the Chairman of the BKM as the key informant interviewed to obtain data regarding efforts to realize the traveler-friendly mosque concept.

Table 1. Organizational Structure of the BKM of Arridho Perumnas Mandala Mosque

Position	Name
Chairman	Drs. OK.A. Yani Kisno
Vice Chairman	Mhd Irfan Lubis
Secretary	Khairul Mulkan, SP., SPd, M.Psi.
Vice Secretary	Syaiful Anwar, SPd
Treasurer	Rahmad Siregar, M.Pd

Source: BKM Arridho Perumnas Mandala, 2026

a) Service Program Activities

Good mosque management is greatly influenced by the ability of the administrators to carry out the implementation function in a structured manner. This research found that the administrators of the Mosque Prosperity Board (BKM) of Arridho Mosque have applied the principle of implementation in determining the direction of mosque services. This implementation is reflected in the administrators' efforts to maintain the cleanliness of the mosque, provide comfortable worship facilities, and create a mosque atmosphere that is open to the entire congregation. This is reinforced by a direct statement from the Chairman of the BKM of Arridho Perumnas Mandala Mosque, who confirmed that the implementation of mosque services is always a top priority in every management deliberation. He stated that:

"We always plan what we want to do for this mosque, whether it concerns cleanliness, facilities, or worship activities. At the beginning of every year we sit together to draw up a program so that services to the congregation and travelers can run well."

This statement reflects that the implementation function has been consciously understood and carried out by the administrators, although its implementation is still in the form of informal deliberation. Awareness of the importance of this implementation becomes the initial foundation for realizing structured and sustainable mosque services, considering that the modern mosque is no longer used solely for congregational prayers, but has also become a temporary stopover for people who are traveling (Kettner, Moroney, & Martin, 2017).

In practice, the planned service program is utilized by travelers to stop by briefly to perform prayers, including making use of the qashar and jama' concessions for those undertaking long journeys. Some travelers use their stopover time to rest briefly before continuing their journey, while others ask the administrators or local congregants directly about their destination, prayer schedules, and the facilities available to them. These activities show that the service program compiled by the administrators does not merely remain a work plan, but is genuinely felt to be beneficial by the travelers who stop by.

b) Physical Facility Activities

As a concrete manifestation of implementation, the traveler-friendly concept applied at Arridho Mosque shows that community service is planned comprehensively through the provision of basic facilities that support the comfort of the congregation. These facilities include a clean and comfortable prayer hall, adequate ablution areas, well-maintained restrooms, a fairly spacious parking area, and the availability of clean water. Rahman (2023) explains that the quality of a mosque's physical facilities is closely related to the level of comfort of the congregation and the mosque's positive image within the community.

MOSQUE MANAGEMENT ACTIVITIES IN REALIZING THE "RAMAH MUSAFIR" CONCEPT AS A FORM OF SERVICE TO THE COMMUNITY AT ARRIDHO MOSQUE, PERUMNAS MANDALA, MEDAN DENAI DISTRICT

Tarmizi Harahap et al

In addition to the main facilities, the implementation of environmental cleanliness around the mosque is also an important part of realizing the traveler-friendly concept. This research found that the mosque administrators routinely strive to maintain the cleanliness of the worship area and surrounding environment as part of service implementation, because cleanliness reflects a form of respect for the house of worship and the congregation using it.

In terms of utilization, travelers who stop by generally use the ablution area and restrooms to purify and clean themselves after a long journey, use the prayer hall to rest briefly while waiting for the next prayer time, park their vehicles in the designated area, and take clean water that is available free of charge. These simple activities show that the physical facilities planned by the administrators have functioned as intended, namely to provide comfort for travelers while they are within the mosque premises.



Figure 1. Together with the BKM and Travelers at Arridho Perumnas Mandala Mosque

c) Digital Technology Utilization Activities

This research also found that Arridho Mosque has begun planning the utilization of digital technology as part of community service. The utilization of technology is carried out through the use of social media to convey information on mosque activities, recitation schedules, prayer times, and other social activity information. The use of social media represents a form of the administrators' adaptation to the development of modern technology and the needs of a community that tends to access information quickly through digital devices. The implementation of mosque service digitalization has a positive impact on the effectiveness of communication between administrators and the congregation. Yusuf (2024) explains that the digitalization of mosque services is able to improve the quality of service to the congregation because the congregation can obtain information efficiently without having to come directly to the mosque. This shows that the implementation of technology utilization is becoming a more adaptive service strategy in response to the times (Hidayat & Nuraini, 2024).

For travelers, especially those stopping by for the first time, digital information is utilized to confirm local prayer schedules before arriving at the mosque, to find the mosque's location through information shared by the administrators online, and to find out about recitations or social activities they might be able to join during their stopover. Thus, the utilization of digital technology not only facilitates regular congregants, but also helps travelers plan their stopover with greater certainty.

d) Community Social Activities

In addition to facilities and technology, community social activities are an important factor in supporting the success of mosque management. Based on the research results, community involvement is seen in various forms, such as maintaining the cleanliness of the mosque environment, supporting religious activities, contributing facilities, and helping with the implementation of social activities. This involvement shows that the implementation of mosque services is not only arranged by the administrators, but also takes into account the active role of the congregation.

Lubis (2022) explains that community participation in mosque management can strengthen social solidarity among congregants. When service implementation actively involves the community, social relationships among congregants become closer and the sense of responsibility for the sustainability of the mosque also increases. Rahman (2022) adds that well-planned community involvement can improve the effectiveness of management and encourage the sustainability of social service programs.

Travelers who stop by for a relatively long time also feel the impact of this community involvement, for example through the information and guidance provided by local congregants regarding the facilities available at the mosque. Some travelers even help with light activities such as tidying up the prayer area or helping to maintain the cleanliness of the space they use, as a form of reciprocity for the hospitality they receive. Interactions of this kind show that community involvement helps foster an atmosphere of kinship between regular congregants and the travelers who stop by.

e) Administrator Capacity Building and Funding Activities

Capacity building for mosque administrators is planned through training in organizational management, public service management, and the utilization of digital technology. Through the improvement of administrators' competence, the quality of mosque services can run more professionally and in accordance with the needs of modern society. In addition, the sustainability of mosque service programs is also influenced by the implementation of a sound funding system. Transparent and accountable financial management is an important factor in maintaining public trust in the mosque. Financial support from the congregation and community will be easier to obtain if the implementation of mosque management is carried out openly and professionally. Travelers also feel the impact through more responsive service, for example when they need information or assistance while stopping by at the mosque. The trust built from transparent financial management also indirectly creates a sense of comfort for travelers, knowing that they are stopping at a mosque that is managed seriously and responsibly.

Traveler-Friendliness as a Manifestation of the Implementation of Community Service

The results of this research show that the implementation of the planning function in mosque management has a positive impact on the quality of community service. Implementation that covers service programs, physical facilities, digital technology, and community involvement helps the administrators direct all mosque activities in a more structured manner. With good implementation, Arridho Mosque is able to demonstrate its role as a center of community service that is adaptive to the needs of modern society (Hakim et al., 2026).

This research also shows that the traveler-friendly concept can become a model for the development of modern mosques in Indonesia. Amid increasing community mobility, the existence of mosques that plan their services comfortably and inclusively is becoming an important need. In future development efforts, Arridho Mosque can strengthen its implementation by adding supporting facilities such as a simple resting area, a congregant information center, and the development of application-based digital services.

As stated in Qs. An-Nisa (4:36), Allah SWT says:

"Worship Allah and associate nothing with Him. And to parents do good, and to relatives, orphans, the needy, the near neighbor, the neighbor farther away, the companion at your side, the traveler, and those whom your right hands possess. Indeed, Allah does not like those who are self-deluding and boastful."

This verse affirms that helping travelers is part of righteousness (al-birr). In the context of mosque management, this value is realized through the implementation function, namely by formulating service programs, determining facility needs, allocating resources, and drawing up service steps that are able to meet the needs of the congregation and travelers effectively. With good implementation, the traveler-friendly mosque concept is not only a normative ideal, but can be implemented in reality through service that is systematic, sustainable, and oriented toward the welfare of the community.

Overall, the results of this research show that the management of Arridho Perumnas Mandala Mosque has moved toward the implementation of the traveler-friendly mosque concept based on the implementation of community service. The implementation of physical facilities, the utilization of digital technology, community involvement, and the improvement of administrators' capacity are the main factors supporting the success of this service. With implementation that continues to be developed in a professional and adaptive manner, Arridho Mosque has great potential to become a model of a modern mosque that does not only function as a place of worship, but also as a center of social service and Islamic civilization (Yusuf, 2024).

CONCLUSION

This research shows that the implementation of the planning function in the management of Arridho Perumnas Mandala Mosque is able to support the realization of the traveler-friendly concept as a form of community service. The implementation of service programs and physical facilities such as places of worship, restrooms, ablution areas, and resting areas are important factors in creating comfort for the congregation and travelers. In addition, the implementation of digital technology utilization through social media and the online delivery of information helps improve the effectiveness of community service and facilitates public access to information (Hidayat & Nuraini, 2024; Yusuf, 2024).

MOSQUE MANAGEMENT ACTIVITIES IN REALIZING THE "RAMAH MUSAFIR" CONCEPT AS A FORM OF SERVICE TO THE COMMUNITY AT ARRIDHO MOSQUE, PERUMNAS MANDALA, MEDAN DENAI DISTRICT

Tarmizi Harahap et al

Community involvement is also an important factor in the success of mosque management, because the involvement of the congregation can strengthen the quality of social service and the sustainability of mosque programs (Lubis, 2022; Rahman, 2022). With the implementation of a structured planning function, Arridho Perumnas Mandala Mosque has great potential to become a model of a traveler-friendly mosque that functions not only as a place of worship, but also as a center of community service, social solidarity, and Islamic civilization amid modern society.

REFERENCES

- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Hakim, L., Susanto, D., Nurbini, & Fitria, A. (2026). Model pengelolaan fasilitas masjid untuk para musafir di Masjid Raya Al-Falah Sragen. *Journal of Islamic Management*, 6(1), 34-52.
- Hidayat, A. (2020). Manajemen masjid berbasis pelayanan umat. *Jurnal Manajemen Dakwah*, 5(2), 120-135.
- Hidayat, R., & Nuraini, S. (2024). Digitalisasi manajemen masjid dalam meningkatkan kualitas pelayanan umat. *Jurnal Teknologi dan Dakwah Islam*, 8(1), 33-47.
- Jurnal Fiqh dan Ibadah. (2020). Konsep ramah musafir dalam fiqh Islam dan implementasinya. *Jurnal Fiqh dan Ibadah*, 14(2), 88-99.
- Jurnal Manajemen Dakwah. (2025). Strategi manajemen masjid berbasis kebutuhan jamaah modern. *Jurnal Manajemen Dakwah*, 11(4), 120-135.
- Jurnal Pelayanan Umat. (2021). Masjid sebagai institusi publik dalam pelayanan sosial. *Jurnal Pelayanan Umat*, 9(1), 33-44.
- Kettner, P. M., Moroney, R. M., & Martin, L. L. (2017). *Designing and managing programs: An effectiveness-based approach* (5th ed.). SAGE Publications.
- Lubis, M. A. (2022). Partisipasi masyarakat dalam pengelolaan masjid dan implikasinya terhadap pelayanan jamaah. *Jurnal Pengabdian dan Pemberdayaan Umat*, 6(3), 88-99.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). SAGE Publications.
- Rahman, F. (2023). Pengelolaan fasilitas fisik masjid sebagai upaya mewujudkan masjid ramah musafir. *Jurnal Studi Islam dan Kemasyarakatan*, 10(1), 55-68.
- Rahman, M. (2022). Partisipasi masyarakat dalam pengelolaan masjid. *Jurnal Pengembangan Masyarakat Islam*, 7(1), 45-60.
- Siregar, D. (2022). Fungsi pengorganisasian dalam manajemen masjid modern. *Jurnal Administrasi dan Manajemen Islam*, 5(2), 101-112.
- Sulaiman, R. (2023). Masjid sebagai pusat wisata religi dan pelayanan sosial. *Jurnal Pariwisata Halal*, 4(1), 55-70.
- Yusuf, M. (2024). Digitalisasi layanan masjid dalam meningkatkan kualitas pelayanan umat. *Jurnal Teknologi dan Dakwah*, 6(2), 88-102.