



Management of Mosque Management Communication in the Management of Islamic Holidays Commemoration (PHBI) at the Jami' Istiqlal Mosque Palembang

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Article Info

Article history:

Received 12 Oct, 2025

Revised 21 Dec, 2025

Accepted 08 Jan, 2026

Keywords:

Communication Management, Mosque Management, Islamic Holy Day Celebration, Jami' Istiqlal Mosque Palembang

ABSTRACT

This research, entitled "Communication Management of Mosque Administration in Managing Islamic Holy Day Celebrations (PHBI) at Masjid Jami' Istiqlal Palembang", which aims to determine how communication management is implemented by the management of Masjid Jami' Istiqlal Palembang in organizing Islamic Holy Day Celebrations (PHBI). Masjid Jami' Istiqlal is one of the community-based mosques in Palembang that actively holds religious activities, yet still faces several challenges, particularly in coordination and internal communication among its management members. This research uses a descriptive qualitative approach with Henri Fayol's classical management theory, which includes four main functions: planning, organizing, actuating, and controlling. The data were collected through interviews, observations, and documentation involving mosque administrators, the PHBI coordinator, and related parties. The results show that the communication management within Masjid Jami' Istiqlal has been carried out but not optimally. In the planning function, meetings and activity programs are arranged collaboratively, though constrained by coordination and funding issues. In organizing, the committee structure is well-formed but inconsistently implemented. The actuating function runs effectively in certain periods, but communication weakens when the PHBI coordinator is less active. In controlling, evaluation and reporting processes are not yet conducted regularly. The main obstacles include weak coordination, limited cross-department communication, and insufficient human and financial resources. Overall, the implementation of communication management at Masjid Jami' Istiqlal Palembang reflects participatory and collaborative values among the mosque management and congregation. However, improvements are needed in coordination and consistency to ensure that PHBI activities can be carried out more effectively and sustainably in the future.

INTRODUCTION

The mosque is a spiritual, social, and cultural center for Muslims that functions not only as a place of worship, but also as a place of guidance, da'wah, education, and strengthening social solidarity. The success of the mosque in carrying out this function is largely determined by the communication management system between the management and the congregation. Effective communication allows for clear message delivery, fosters congregational participation, and minimizes misunderstandings in the implementation of religious activities.

The Jami' Istiqlal Mosque Palembang is one of the large mosques located in a densely populated area, precisely on Jalan Selincah Raya, Sako District, Sialang Village, Palembang. This mosque is active in social and religious activities, such as recitation, compensation for orphans, Friday safaris, and the implementation of PHBI. However, based on the 2024 activity report, the implementation of PHBI has decreased in intensity, only three of the eight major activities have been carried out. This condition shows that there are problems in

the management of communication between administrators, especially in terms of coordination and involvement of pilgrims.

Through this study, the author wants to explore in depth how communication management is applied by mosque administrators in planning, organizing, implementing, and supervising PHBI activities. This research is expected to contribute to the development of communication management theory in religious organizations and become a practical reference for other mosque administrators.

THEORETICAL STUDIES

In this study, the main theoretical foundation used is the classical management theory of Henri Fayol. According to Henri Fayol, management is a process that involves four main functions, namely planning, organizing, actuating, and controlling. These four functions are interconnected and form a cycle that determines the success of an organization. In the context of mosques, these functions are implemented, ranging from planning PHBI activities, regulating committee structures, mobilizing administrators and worshippers, to supervising the course of activities in accordance with the goals that have been set.

RESEARCH METHODS

This study uses a descriptive qualitative approach with the aim of describing and analyzing the phenomenon in depth. Data was obtained through interviews with mosque administrators, PHBI coordinators, and worshippers involved in activities. The data collection technique is also equipped with direct observation during the activity and documentation of previous activities. Data analysis is carried out interactively through the stages of data reduction, data presentation, and conclusion drawn. The findings were later attributed to Henri Fayol's classical management theory which emphasized the importance of coordination and communication in every managerial function.

RESULTS AND DISCUSSION

Planning

Planning is the first stage in the management process that determines the direction and success of activities. At the Jami' Istiqlal Mosque in Palembang, planning for PHBI activities usually begins with a meeting of the core management and the Taklim Council. In the meeting, various matters were discussed such as the types of activities to be held, the formation of committees, the need for funds, and the division of tasks. However, the results of the study show that in 2024 the planning process will not run optimally. The Chairman of the Mosque explained that coordination between fields, especially with the PHBI section, experienced obstacles due to limited time and resources. This was also acknowledged by the secretary of the mosque who mentioned that planning meetings are often not carried out regularly.

Limited communication causes some pilgrims to not know exactly the form of activities that will be carried out. Information on activities is more obtained through verbal announcements or short messages in WhatsApp groups, rather than through official forums. This condition makes the involvement of pilgrims in the planning stage very minimal. In fact, in Fayol's management theory, the planning function requires careful coordination between parts so that activities can run effectively. Without clear planning, organizations will lose direction and have difficulty measuring the success of their programs.

Organizing

The organizing function at the Jami' Istiqlal Mosque is usually carried out by forming a new committee every time PHBI activities will be carried out. The division of tasks is carried out based on areas such as consumption, equipment, cleanliness, and events. Under ideal conditions, this structure allows activities to run in an orderly manner. However, in 2024, the committee structure will not be officially formed. As a result, many administrators do not know exactly their roles and responsibilities. Some activities are finally done spontaneously by administrators who have free time, without thorough coordination.

This has an impact on the effectiveness of the implementation of activities. For example, the consumption and equipment sections often work without clear directions, and not all areas coordinate with each other. Pilgrims who are usually involved also feel confused because they do not know who is in charge of the activity. According to Henri Fayol's principle, effective organization must be able to group resources based on competencies and give clear authority to each individual. The irregularities in the organization at the Jami' Istiqlal Mosque show the weak application of this principle.

Actuating

The implementation stage is an important moment where the entire plan and work structure is translated into concrete action. In the context of PHBI activities at the Jami' Istiqlal Mosque, the mobilization function is carried out by the Chairman of the Mosque and the field coordinator who provide direction, motivation, and coordinate all committee members. But in practice, implementation often does not run as it should. The lack of instructional communication led some passive administrators to wait for directions.

Briefings before the activity are also not always carried out, so many members do not know the details of their duties. As a result, some activities experienced delays and labor shortages on the day of implementation. Even so, the pilgrims still showed a participatory spirit. Some of them help in the field of consumption and hygiene without being asked, indicating a collective awareness of the importance of this religious activity. According to Fayol, the actuating function requires leadership that is able to motivate and direct all members of the organization to achieve common goals. In this context, the weak mobilization function at the Jami' Istiqlal Mosque shows that leadership communication has not been effective.

Controlling

The supervisory function in PHBI activities is carried out by the Chairman of the Mosque together with the field coordinator who goes directly to the field to ensure that the activity runs as planned. Supervision includes technical aspects such as equipment readiness, distribution of consumption, and regularity of events. However, formal supervision such as activity reporting and post-event evaluation has not been carried out systematically. The head of the worship division admitted that in 2024 there will be no written report or in-depth evaluation after the activity. This causes difficulties in making improvements in the next activity.

One aspect that is still well maintained is the transparency of financial statements. Jamaah assessed that the management was quite open in conveying the income and expenditure of activity funds. However, this transparency has not been followed by an overall evaluation system involving pilgrims. According to Fayol's theory, supervision serves as a tool to ensure that activities go according to plan and provides a basis for corrective action. The non-implementation of the supervisory function at the Jami' Istiqlal Mosque resulted in weak control and reduced effectiveness of activities.

Theoretical Analysis

Based on the findings of the research, according to Henri Fayol, the implementation of the four classic management functions at the Jami' Istiqlal Mosque in Palembang has not been running optimally. The main obstacle lies in the aspect of communication between administrators that has not been systematic. Planning is less coordinated, organization is not formally formed, implementation lacks direction, and supervision is not carried out regularly. This shows that the effectiveness of the management of religious activities in mosques is highly dependent on the ability of the management to build an open, directed, and sustainable communication system. Good communication is not only important for conveying information, but also serves to strengthen social relationships and a sense of shared responsibility among administrators and worshippers.

CONCLUSION

The communication management of the management of the Jami' Istiqlal Mosque Palembang in the management of PHBI has run through four main management functions, namely planning, organizing, implementing, and supervising. However, its implementation still faces several obstacles, such as suboptimal coordination, lack of written documentation, and limited human resources. Interpersonal communication is the main strength in maintaining the harmony of the management and the congregation, but it needs to be equipped with a more formal organizational communication system so that activities can run more professionally and sustainably.

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