Enhancing Community Motivation through Religious Activities at Al Huda Mosque: Management SWOT Analysis

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ABSTRACT: This study utilizes a SWOT analysis approach to investigate how mosque management at Al Huda Mosque motivates congregations through religious activities. It explores the impact of effective mosque management, including *Idarah, Imarah*, and *Ri'ayah* elements, in encouraging community participation. A qualitative field research method assessed how planning, organizing, implementing, and controlling religious activities positively influence mosque attendance and prosperity. The study found that well-structured management practices increase participation and financial contributions, helping the mosque prosper. SWOT analysis further reveals strengths and weaknesses in mosque management, providing strategies for overcoming challenges and optimizing community engagement.

Keywords: Strategic, Management, Community, Motivation, SWOT Analysis

INTRODUCTION

Mosque management comes from two words: management and mosque. Management comes from the word "manage, "which means taking care of, guiding, supervising, working, or organizing. Management also implies the process of planning, organizing, directing, and overseeing the efforts of organizational members and using other organizational resources to achieve stated organizational goals. (Al-Mubarakfuri, 2008), (Adil et al., 2013).

Mosques are the center for Muslims to carry out their worship. Mosques have an essential role in society, are one of the essential elements of religious life and Muslim civilization, and are centers that can bind Muslim communities' spiritual, emotional, and social ties in various world regions. monotheism frame (Imanuddin et al., 2022)Of course, as such a vital element, the mosque has a unique and phenomenal historical aspect. (Muhammad Qadaruddin et al., 2019). For centuries, mosques have played an active role in every line of life and activities of Muslims, accompanying the glorious records they have achieved. (Mark D. Regnerus, 1998).

Motivation stimulates people to act to accomplish their goals. For example, when a student burns the midnight oil to come first in the class, the 'desire to be recognized as an outstanding

student' is the motivation behind reading late into the night. In an organizational setting, motivation helps to remain committed to the job and to improve performance (Joshy, 2022).

Intrinsically motivated if obvious external rewards do not prompt us. He has been promised No other external reward for running in the garden. The reward is the task itself! Information for information's sake and art for art's sake are all connected with intrinsic motivation. Extrinsic motivation comes from factors external to the individual. The most common extrinsic motivation is that of an external reward. A manual laborer working in a factory might not be enjoying his job. Still, the external reward in wages motivates him to do tasks that may not be inherently enjoyable. (Joshy, 2022).

Several factors influence a person's participation, including needs, motivation, structure, and social stratification. (Saputro, 2017)Thus, people will participate if they can fulfill their satisfaction needs, gain benefits, and improve their status.

Strategic planning must analyze the company's strategic factors in current conditions. (David, S., & Fred, 2011). When these factors have been collected, alternative solutions are sought to overcome these obstacles using a SWOT analysis matrix. The Al-Huda is one of the places of worship for Muslims in Grajagan Village. The people of Grajagan Village have different beliefs. There are even five religions in the village. This is a challenge for mosque management in attracting public interest. Managerial work that is carried out well results from the unity of the management in carrying out their duties and complementing each other if there is an absent manager. This will create motivation for society indirectly.

In the contemporary world, mosques serve as more than just places of worship; they play pivotal roles in community development, spiritual enrichment, and social cohesion. (Rozi & Suhaimi, 2022). For mosques like Al Huda, the challenge lies in balancing traditional religious functions with the modern needs of their diverse communities. While mosque management often focuses on maintaining religious practices, there is an increasing need to address community engagement and motivation through well-structured religious activities. (Zulkifli, 2018), (Rianto et al., 2021), (Rifa'i, 2005). This research undertakes a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to evaluate Al Huda Mosque's management practices in fostering community motivation via religious programs.

Religious activities at Al Huda Mosque are not merely rituals; they act as channels for spiritual growth, social networking, and community bonding. However, a research gap exists in understanding how these activities contribute to sustainable community engagement and what strategic approaches could enhance their effectiveness. Previous studies on mosque management have primarily concentrated on administrative challenges or the mosque's role in religious education, leaving unexplored how internal strengths and external opportunities can be leveraged to amplify community participation. This study seeks to fill that gap using SWOT analysis to map out key management strategies to optimize the mosque's religious activities for greater community motivation.

The significance of this research stems from the growing recognition of religious spaces as integral to community well-being, especially in multicultural societies. Through religious

activities, mosques like Al Huda promote religious adherence and address social issues, such as mental health and social isolation, by fostering a sense of belonging. Understanding this domain's strengths, weaknesses, opportunities, and threats is crucial for mosque administrators and religious leaders who seek to refine their strategies to enhance community involvement and motivation, which supports research by (Christopher G. Ellison, n.d.).

This SWOT analysis will help uncover the key internal and external factors that influence the effectiveness of Al Huda Mosque's religious activities. By identifying these factors, mosque management can better align their programs with the community's needs, ensuring their religious activities preserve spiritual traditions and motivate and inspire community engagement.

SWOT analysis is a systematic processing of various factors to determine the formulation of organizational strategy (Farta Wijaya & Budi Utomo, 2023)This analysis is based on maximizing the company's strengths and opportunities, indirectly minimizing weaknesses and threats. Strategic planning determines the development of missions, goals, strategies, and policies. It must analyze the company's strategic factors in current conditions.

SWOT analysis can also be described as a strategic planning method for evaluating a project or business's strengths, weaknesses, opportunities, and threats. It identifies internal and external factors that help achieve specific goals in a business or activity.

This research aims to describe how mosque management is implemented by the 'Al-Huda, identify the impact of implementing religious activities, analyze factors that can influence the implementation of these spiritual activities, and identify alternative strategies to help achieve the goals. Researchers used SWOT analysis to classify the company's internal and external factors to identify the influencing factors. Strategic planning determines the development of missions, goals, strategies, and policies.

The purpose of this article is: 1) how to make religious activities attractive for community in Al Huda Mosque?; 2) how to make the governance implementation of religious activities and commemoration of Islamic holidays in Al Huda Mosque?; 3) how to make benefits of implementing religious activities in motivating society of Al Huda Mosque?; 4) how to analyze SWOT Analysis of Religious Activities and Commemoration of Islamic Holidays in Increasing Community Motivation in Al Huda Mosque?.

LITERATURE REVIEW

The mosque is a place for Muslims to carry out worship. Mosques have essential functions in society. Firstly, it is important to Muslims' religious life and civilization. Secondly, as a center that can be a binding force for the spiritual, emotional, and social ties of Muslim communities in various corners of the world in monotheism (Rashid et al., 2014)Mosques play such an important role; their history is impressive and phenomenal. Over an extended period, mosques have had a significant role in the lives of Muslims and have delivered the satisfying achievements they have achieved. (Isma'il, 2007).

Mosques during the time of the Prophet Muhammad SAW had a role and function as an institution to foster the development of public righteousness in terms of religious-political piety based on Islamic provisions. At that time, Rasulullah SAW guided his friends, who would later become the strongest and best candidates for Muslims. (Putra & Rumondor, 2019). The initial generation was to lead, maintain, and inherit the teachings of the Islamic religion and culture, which started from the mosque (Al-Mubarakfuri, 2008).

A mosque can be where people meet each other and exchange information about their problems, both joy and sorrow. From the mosque, a reciprocal relationship is formed between the Prophet and his people and between the believers so that it can strengthen relations between Muslims and create togetherness in life (Yunus, 1973).

This is because reformulating mosque management can increase community participation, especially mosque youth and community participation in religious activities in Indonesia (Nudin & Fakhruroji, 2023), (Arisca et al., 2023), (Pradesyah et al., 2021), (Hendrik et al., 2023), (Imanuddin et al., 2022), (Nudin & Fakhruroji, 2023). Community participation in religious activities depends on whether the mosque's management is good. Reformulation is fundamental in the financial and donation management of mosques as one of the activities that is part of the reformulation of mosque management as carried out by (Kasri & Ramli, 2019), (Rianto et al., 2021), (Qureshi, Jawad Syed, 2019).

The role of carrying out good mosque management is essential. Functionally, the function of the mosque as a place of worship is growing with the times. This is also being followed existentially as an Islamic social institution. Starting from a mosque, thousands of universities emerged and became centers for Islamic studies, which students from all over the world often visit (Rifa'i, 2005).

In modern times, people and mosque youth tend to be less interested in performing community prayers in mosques. They are more preoccupied with worldly affairs so that they no longer care about matters of the hereafter (Rozi & Suhaimi, 2022). This is what makes the mosque look deserted because of the lack of Muslims who carry out community prayers in the mosque, do dhikr and other practices. Especially in the current digital era, individualism is increasing due to the lack of socialization and face-to-face contact. They prefer to pray alone at home because they lack awareness of the wisdom of praying in community development at the mosque, so they are less motivated to pray (Saputro, 2017).

According to data obtained by researchers, Grajagan Village has eight mosques. Judging from its development, the Al-Huda was one to be built and is currently experiencing significant growth. This one is also used as a model for local villages and even at the sub-district level regarding activities, organization, and others. Apart from that, the location of this mosque was built on the side of the main road, which does not escape the passing of various vehicles every day so that the local community and the general public can find out if there is information about activities.

Looking at the surrounding community, which is a mixed-religious community, Al-Huda has its way of creating attraction for its people. The mosque management holds Islamic studies every week by bringing in experienced teachers. The target of these studies is the elderly. Apart from

the studies, Islam has a mosque with an Al-Qur'an Education Park, intended for young children from pre-school to adults.

A mosque whose function or role is to be a place of worship and a place to gain additional knowledge. Al-Huda has routine or temporary activities or is held according to conditions or situations. Routine activities on Tuesday evenings include general studies (morals, Sufism, and others) intended for the community and general. Monthly activities are held: khotmil qur'an, lailatul ijtima', istighotsah, tasbih prayers, repentance, and lilsyukril imam.

Meanwhile, annual activities run as usual, such as commemorating Islamic holidays, the anniversary of the Prophet Muhammad's birthday, the Islamic New Year, and others. Besides religious activities, the Al-Huda also holds activities in the health sector called the Mosque Health Center, which is held after Friday prayers. The development of each activity can be seen from the mosque, which is increasingly crowded with people, whether seeking knowledge or just praying.

From this background, the researcher considers how important mosque management is so that the mosque can develop according to its function. More and more people are competing to build a magnificent mosque. Still, if it is only a form of splendor without a different attraction, the mosque will be lonely without the community.

To achieve this, good mosque management is needed, which cannot be separated from the three elements of the scope of mosque management: *idarah*, *imarah*, and *ri'ayah*.

METHOD

The scientific method means that research activities are based on scientific characteristics, namely rational, empirical, and systematic. (Sugiyono, 2016). This type of research is field research, namely conducting research directly at the research location. It involves direct observation of the object in question at the research location so that the researcher can obtain concrete data regarding the problem being studied. (Merdalis, 1989).

The research design for this study is framed around a qualitative approach, which allows for an in-depth exploration of the strengths, weaknesses, opportunities, and threats related to mosque management. This design is chosen to capture the perspectives and experiences of the mosque's leadership and community members, emphasizing the role of religious activities in fostering community motivation.

Given the study's exploratory nature, a qualitative research methodology is most suitable, as it provides rich, contextual insights into the complexities of mosque management and its impact on community motivation. This approach enables the collection of detailed narratives and observations, critical for identifying patterns within the management practices and community responses to religious activities.

Data collection was carried out using multiple qualitative methods to ensure triangulation and strengthen the reliability of the findings. The following methods were employed:

1. Semi-structured interviews were conducted with key stakeholders, including mosque management, religious leaders, volunteers, and regular participants of religious activities at Al Huda Mosque. This method allowed for open-ended discussions that provided deep insights into the mosque's internal operations and community engagement strategies. Participants were asked about their views on the strengths and weaknesses of the current management structure and how it influences religious participation and community motivation.

2. Direct observations occurred during religious activities, such as Friday prayers, educational sessions, and community outreach events. This helped to document how the activities are organized, the level of participation, and the overall atmosphere within the mosque. Observation also provided insights into how mosque management addresses logistical challenges and engages with different community segments.

3. Mosque records, such as strategic plans, reports on community activities, and financial records, were reviewed to understand better the administrative processes and how resources are allocated for religious activities. This method allowed the researcher to cross-reference insights from interviews and observations with documented evidence.

The SWOT framework was used to systematically analyze the data collected from interviews, observations, and documents. It helped categorize the internal factors (strengths and weaknesses) and external factors (opportunities and threats) affecting the mosque's management practices.

a) Strengths: Data from interviews and observations helped identify the mosque's essential resources, capabilities, and successful strategies in managing religious activities.

b) Weaknesses: Challenges related to management, communication, and participant engagement were documented through participant interviews and observations of mosque activities.

c) Opportunities: External factors such as community demographics, social trends, and potential collaborations were analyzed from the perspective of mosque leaders.

d) Threats: Discussions with mosque staff and community members explored external pressures, such as competition from other community organizations, social issues, and financial constraints.

Participants were selected through purposive sampling, focusing on individuals directly involved in mosque management or regular participation in its religious activities. The sample included:

a) Mosque administrators and religious leaders: to provide insights into management strategies and challenges.

b) Volunteers: to understand the operational aspects and their role in supporting religious activities.

c) Community members who regularly attend religious activities to gauge the impact of those activities on their spiritual and community involvement.

A total of 15 participants were interviewed, ensuring a balanced representation of various stakeholder perspectives. Selection criteria included a minimum of six months of involvement with the mosque's religious activities to ensure participants had enough exposure to the mosque's management and programs.

The research was conducted at Al Huda Mosque in Grajagan Village Banyuwangi Regency, a community mosque known for its various religious and community outreach activities. The site was chosen because of its active engagement with the local community and its variety of spiritual programs, making it an ideal setting for exploring the role of religious activities in community motivation.

Data collected from interviews, observations, and document reviews were analyzed using thematic analysis. NVivo, a qualitative data analysis software, was used to code and categorize responses based on recurring themes related to the SWOT elements. Thematic patterns were identified, allowing the researcher to synthesize the internal and external factors influencing mosque management.

Ethical approval for this study was obtained through a formal ethics committee at the researcher's institution. The following ethical considerations were addressed:

a) Informed Consent: All participants were provided with information sheets detailing the purpose of the study, their rights, and how the data would be used. Consent forms were signed before data collection. Participants were assured of confidentiality and the right to withdraw at any stage without any consequences.

b) Confidentiality: Personal identifiers were removed from all transcriptions and documents, and data was anonymized. To protect participants' identities, any quotes used in the final report were attributed to participants by pseudonyms.

c) Voluntary Participation: Participants were informed that their participation was entirely voluntary, and they were not incentivized or coerced into participating.

d) Cultural Sensitivity: Given the religious setting, special care was taken to ensure that data collection activities respected the cultural and religious norms of the mosque and its community. Interview timings and locations were adjusted to fit around prayer times, and discussions were conducted in a manner that respected religious sensitivities.

RESULT AND DISCUSSION

The result of this study can be derived from the concept that mosque management must have planning, organizing, actuating, and controlling to make Attractive Religious Activities in Al Huda Mosque as explained below:

Planning

After conducting research at the 'Al-Huda regarding planning, the researchers concluded that the planning had been carried out well and was directed so that the activities to be carried out could

run well and always receive a positive response from the community or community. So that it can create prosperity for the mosque and society. This condition already describes what is explained in planning theory. That planning is formulating the things you want to achieve and the activities that will be carried out to achieve these goals. Therefore, planning has a very crucial position, including directing activities to be orderly, adapting activities to existing conditions and situations, preparing personnel as implementers in making the mosque prosperous, and making it easier to control administrators in activities that have been determined based on planning.

Organizing

The organization of the Al-Huda is divided into several parts, namely *idarah*, *imarah*, and *ri'ayah*, which these areas aim to create prosperity in the mosque. The Al-Huda management understands that carrying out an activity requires actors or managers who have quality and are competent in their field. Therefore, determining the duties of administrators is adjusted based on individual capacity so that they can carry out their duties optimally. Apart from that, basic knowledge regarding mosque management must be possessed by mosque administrators so that when carrying out their duties, they are following their function and carried out with a sense of responsibility. This will indirectly create public trust in mosque management. So that every activity will receive high enthusiasm from the public and society and that efforts to prosper the mosque can be fulfilled.

Actuating

In the implementation process, humans are an organization's primary subject and an essential element. Encouraging someone to do something is quite tricky because their basic knowledge, experience, and desires are not the same. To promote its members, a leader must be able to encourage them. Management skills (managerial skills) are also accompanied by a unidirectional leadership model that can be implemented. (Avolio, Bernard M & J., n.d.).

Activities held by the Al-Huda management are for the community, the general public around the mosque, and the general public who want to participate in these activities. These activities include recitations on Tuesday nights for gentlemen, Friday specials for mothers, and Mosque Health Center activities in the form of free health checks after Friday prayers. There are also Friday blessings from the community, which are facilitated by the mosque management and distributed to the community.

In addition, there is free drinking water or coffee for the general public and a resting place for people from far away who only stop by to pray. This activity aims to make people feel at home and comfortable so they continue to worship at the mosque.

The funds for the 'Al-Huda' come from infaq and Jariyah boxes from the community, and the monthly proceeds reach 8-10 million. These funds can also be increased from Koran sermons. The proceeds are used to pay for electricity, daily activities, and repairs to mosque facilities. The way to manage these funds is by recording reports every time there is income and expenditure

and then posting them on the mosque's wall. The aim is for the public to know how funds are used at the Al-Huda. Meanwhile, the facilities and infrastructure prepared by the Al-Huda administrators have been equipped and regularly maintained so that people feel comfortable in the mosque.

Controlling

Supervision is monitoring activity to determine its implementation's results, including shortcomings, weaknesses, challenges, and failures in achieving the goal of prospering the mosque and society. Routine activities such as weekly recitations and the Mosque Health Center are supervised by observing the number of participants.

All administrators supervise the mosque's construction by attending meetings to discuss development planning and implementation. Apart from the mosque administrators, supervision is also carried out by the community around the mosque. This is usually carried out as a form of concern for the surrounding community towards the mosque. Apart from that, surveillance cameras are also assisted in terms of security. Meanwhile, indirect supervision is carried out during meetings when discussing new plans or activities and is carried out according to conditions. This follows the theory that supervision can be carried out by observing the implementation of mosque activities and can measure success or failure as determined in the planning.

Governance for the Implementation of Religious Activities and Commemoration of Islamic Holidays, in this research, contains 8 (eight) things, namely: (1) The need for a strategy in every activity; (2) The need for collaboration; (3) The need for interest topics in activities; (4) The need for Donor support; (5) The need for involvement of the authorities; (6) The need for conducive conditions; (7) The need for a life of religious moderation; and (8) Islamic holidays committee Identity Mosque Prosperity.

Success in an activity requires a strategy, from planning, organizing, actualizing, and monitoring processes, as stated by Mr. Wahyudi (Chairman of the *imarah* Council), who said that the strategy so that activities in mosques are not monotonous needs to be well-prepared from the planning, organizing, actualizing, and monitoring processes. This will make it an exciting activity. Apart from that, the packaging is in the event schedule. For example, during the commemoration of the Prophet's birthday, it is decorated with various decorative knick-knacks, which are attractive gifts for children. It is equipped with a scramble for mountains filled with multiple gifts.

The second strategy so that an activity can be enjoyable is the need for collaboration with related parties. Collaboration allows for the collection of various ideas to create exciting activities. This is as stated by Mr. Sahidi (Chairman of *Ri'ayah Council), who said that one of the Islamic holiday's* committee activities, namely the Eid al-Qurban commemoration, would be less attractive if it was not able to collaborate with all parties, even if possible with other Islamic organizations as sacrifices in mosques. (Ali, 2005).

The third strategy is to require an interesting topic in each activity that will be carried out, including the schedule of events so that they can be packaged as attractively as possible. This was conveyed by Mr. Imam Mukhlis (Chairman of Takmir), who said that religious commemorations need to be packaged as attractively as possible, which can be colored with various exciting topics aimed at motivating all levels of Muslim society, even if several other Islamic mass organizations may be willing to attend and participate.

The fourth strategy is the need for donor support, both permanent and non-permanent. Every activity requires a lot of money, as stated by Mr. Djasman (Mosque Finance Treasurer), who said that the level of support from donors and the Muslim community for an activity reflects how exciting or not the event is for the Muslim community. The conclusion is that the more donors, the more interesting the activities.

The fifth strategy to make an activity enjoyable is the need for the involvement of all authorized parties. The participation of all parties has the potential to exchange thoughts and ideas in creating an activity that is more interesting and capable of motivating the Muslim community. Mr. Imam Sunarto (Head of Public Relations) stated that communication and deliberation involving all parties are the benchmarks for the success of a mosque activity.

The sixth strategy for creating an activity that runs according to expectations requires safe and conducive conditions not only for security officers or security guards but also for all mosque administrators, activity committees, and the Muslim community to participate together. Participate in maintaining a conducive situation during the event or activity.

The seventh strategy is to ensure that all activities in the Takmir work program or those of the Personal, Prosperity, and Islamic Holidays Committee coordinator are packaged with the principle of togetherness and harmony in supporting a life of religious moderation. This was conveyed by Mr. Isnaini (Muhammadiyah Muslim Community), who said that he attended an activity at the mosque; apart from praying, the Muslim community prayed fardhu prayers as a form of respect as a fellow religious community to create harmony.

The eighth strategy is that the Islamic holidays committee, as the identity of the mosque's prosperity, must be professional and accountable in its implementation. As Mr. Abdul Wahid Imam (Muslim community and NGO Nahdhatul Ulama Group) stated, the Islamic holidays committee in our mosques is one of the characteristics of the prosperity and cohesiveness of the Takmir management.

Thus, the strategies that must be implemented so that all activities are not monotonous and can attract the motivation of the Muslim community are (1) requiring strategies from the planning, organizing, actualizing and monitoring processes that are good; (2) the need for collaboration with related parties; (3) requires an exciting topic in every activity that will be carried out, one of which includes the schedule of events so that they can be packaged as attractively as possible; (4) the need for donor support, both permanent and non-permanent donors; (5) the need for involvement of all authorized parties.

The involvement of all parties has the potential to exchange thoughts, concepts, and concepts and create an activity that is more interesting and capable of motivating the Muslim community;

(6) requires the existence of safe and conducive conditions carried out not only by security officers or security guards but by all mosque administrators, activity committees and the Muslim community; (7) the Islamic holidays committee is packaged with the principles of togetherness and harmony in supporting a life of religious moderation; and (8) the Islamic holidays' committee as the identity of the mosque's prosperity, must be professional and accountable in its implementation.

With the reform of mosque management in increasing community participation, mosque governance will be formed, which can result in the formation of (1) Mosque educational governance is expected to have a program of study activities, regular recitations (either daily, weekly, or monthly) to increase insight and treasures. Muslim community science; (2) economic governance, the mosque is expected to improve the welfare of the Muslim community, especially those who work as traders and rickshaw drivers and can provide scholarships for underprivileged children; (3) health management. Mosques are expected to be able to provide a space for mothers and children to help the Muslim community obtain information on children's health and nutritional needs; and (4) socio-cultural governance, mosques are expected to be able to help with various community agendas such as mass circumcisions and humanitarian assistance when disasters occur.

The activities aim to benefit the general public and the community, especially the Al-Huda administrators. More exciting activities can increase people's enthusiasm to participate in every activity. The increasing number of people proves that the activities can motivate the community. Of course, this greatly benefits the mosque's prosperity, both in terms of community participation in every activity and funding and construction.

Activities to commemorate the Islamic New Year: Together with the administrators of the Nahdhotul Ulama branch, a donation activity was created by presenting a hadrah group that is currently in demand by young people. The main aim is to get young people interested in this activity because there is increasingly less interest in charity activities that only contain lectures. This follows the theory that motivation aims to encourage or invite other people to create a sense of desire and willingness to participate in an activity.

SWOT Analysis Governance Implementation of Religious Activities and Commemoration of Islamic Holidays in Increasing Community Motivation in Indonesia.

The discussions of this research are derived from the SWOT framework to systematically analyze the data collected from interviews, observations, and documents. The following supporting and inhibiting factors in implementing the management of the 'Al-Huda in carrying out religious activities are as below:

Table 1. The Strengths and Weaknesses of Al-Huda Mosque Grajagan Village

Strength	Weakness
1. The awareness of the management of the Al-Huda Takmir to make the mosque	1. Managers working outside management often have difficulty dividing their time.

prosperous is relatively high	
2. Increase in the number of people participating in activities	2. Only a few mosque teenagers are aware enough to participate in regularly scheduled activities.
3. Sufficient funds are used as capital to hold mosque activities	3. Lack of innovations in various types of activities, such as in the economic and political fields
4. Implementation of activities that make the mosque look prosperous.	4. Activities coincide with activities from other institutions.
5. Routine maintenance of mosque facilities.	5. Heterogeneous or diverse religions make it difficult for administrators to invite people with low religious knowledge.
6. Used as a model mosque	6. Maximization of the digitalization era is still weak.
	7. Lack of parking space for four-wheeled vehicles

Table 1 indicates that Al Huda Mosque has six strengths and seven weaknesses as internal and external factors analysis. Then the Opportunities and Threats faced by Al Huda Mosque are as follows:

Table 2. The Opportunities and Threats of Al-Huda Mosque Grajagan Village

Opportunities	Threats
1. The number of people interested in the activities of the Al-Huda is relatively high.	1. More and more people are building mosques excessively, which sometimes leads to comparisons regarding the quality of the mosque.
2. There is good cooperation between administrators and the community, the surrounding community, and state officials. This creates quite good relations and is beneficial for implementing activities.	2. The emergence of unpleasant news has led to wrong opinions about the mosque.
3. The more mosques are built, the more magnificent they are, and the better the management, the more opportunities there are for comparative studies so that the management of the 'Al-Huda becomes even better.	3. The emergence of Western culture (globalization) causes teenagers to be reluctant to come or participate in mosque activities. Because he is too busy with worldly affairs
4. Taking advantage of the digitalization era, which might maximize the activities carried out.	

Table 2 shows that Al Huda Mosque has four opportunities and three threats. The authors analyze the aspects above using a SWOT analysis matrix. The SWOT matrix provides a clear picture of an organization's external opportunities and threats. From this matrix, four possible alternative strategies can be obtained for the organization to achieve its goals.

Table 3. SWOT Analysis Matrix at Al-Huda in Indonesia.

Internal Factor Analysis (IFAS)	Strength (S)	Weakness (W)
	1. The awareness of the management of the Al-Huda Takmir to make the mosque prosperous is relatively high.	1. Managers working outside management often have difficulty dividing their time.
	2. Increase in the number of people participating in activities.	2. Only a few mosque teenagers are aware enough to participate in regularly scheduled activities.
	3. Sufficient funds are used as capital to hold mosque activities	3. There is a lack of innovations in various activities, such as economic and political fields.
	4. Implementation of activities that make the mosque look prosperous.	4. Activities coincide with activities from other institutions.
	5. Routine maintenance of mosque facilities.	5. Heterogeneous or diverse religions make it difficult for administrators to invite people with low religious knowledge.
	6. Used as a model mosque	
External Factors Analysis (EFAS)		6. Maximization of the digitalization era is still weak.
		7. Lack of parking space for four-wheeled vehicles
Opportunity (O)	**Strategy S-O**	**Strategy W-O**
1. The number of people interested in the activities of the Al-Huda is relatively high.	1. Increase the sense of cooperation between the community and administrators so that not only the function of the mosque runs well but also	1. Increase cooperation with several parties who can help carry out activities.
2. There is good cooperation between administrators and		2. Utilizing the digitalization function to

the community, the surrounding community, and state officials. This creates quite good relations and is beneficial for implementing activities.	good relationships can be established	invite teenagers to participate in making the mosque prosperous.
3. The more mosques are built, the more magnificent they are, and the better their management, the more opportunities there are for comparative studies so that the management of Al-Huda becomes even better.	2. Maintaining the appropriate level of mosque facilities, facilities, and infrastructure so that people feel safe when they visit the mosque.	3. Utilization of social media as a means of archiving documentation or information on mosque activities.
4. Taking advantage of the digitalization era, which might maximize the activities carried out.	3. Use the managerial concept of other mosques as motivation so that the mosque continues to prosper.	4. Make the Al-Qur'an Education Park yard a parking area for four-wheelers.
	4. Maximize the condition of the mosque used as a model mosque to hold more activities to attract community participation.	
	5. Can utilize the media as information for the public.	
Threat (T)	**Strategy S-T**	**Strategy W-T**
1. More and more people are building mosques excessively, which sometimes leads to comparisons regarding the quality of the mosque.	1. The funds collected are managed according to the needs that are felt to be necessary and avoid wasteful behavior.	1. Strive to provide the best possible service.
2. The emergence of unpleasant news has led to wrong opinions about the mosque.	2. Adding new or innovative activities to attract public interest and make them more enthusiastic about making the mosque prosperous.	2. Update activities and routinely check mosque facilities and infrastructure.
3. The emergence of Western culture (globalization) causes teenagers to be reluctant to come or participate in mosque activities because he is too busy with worldly affairs.	3. Responding to the flow of globalization by innovating materials and techniques in carrying out activities.	3. Maintain good relations between the management and the surrounding community.
		4. Monitor the conditions of the surrounding environment to find out what the community needs.

CONCLUSION

Based on the findings from the research results as presented by the author, the following conclusions can be drawn:

1)   The need for creative strategies in every activity, the need for collaboration, the need for exciting topics in activities, the need for donor support, the need for involvement from authorities, the need for conducive conditions, the need for religious moderation, and human resources for Mosque Prosperity Identity, all of this is to realize the program reformulation of mosque management which support research by done (Qureshi and Syed Muhammad Awais, 2019).

2)   The management of the Al-Huda in Indonesia has been carried out well and follows the management functions consisting of planning, organizing, actuating, and controlling. The application of the function of the mosque, namely *idarah*, *imarah,* and *ri'ayah*, takes the form of development activities which are more directed towards the physical maintenance of the mosque. Apart from activities to attract public interest, good facilities are also considered. Apart from that, you can also use social media such as Whatsapp and Instagram to disseminate information about mosque activities

3)   The activities carried out by Al-Huda have provided positive benefits for the mosque's prosperity, marked by the increasing number of people participating in activities and in terms of funding. The community's benefits are comfort when praying and additional knowledge by holding scientific activities.

4)   From the SWOT analysis results regarding the factors that influence the implementation of the 'Al-Huda' activities, it can be concluded that for every obstacle that influences the course of activities, there is a strategy for overcoming these obstacles. By maintaining coordination between administrators and also establishing more comprehensive cooperation, both between the community around the mosque and government institutions, that can be felt to help in every activity carried out by the mosque

The SWOT analysis reveals that religious activities at Al Huda Mosque are central to fulfilling the community's spiritual needs but also play a crucial role in fostering social cohesion and providing a sense of belonging. By identifying strengths such as a dedicated volunteer base and solid religious leadership, the study further emphasizes the mosque's potential to enhance its role as a hub for community development. On the other hand, addressing identified weaknesses—such as communication gaps and resource limitations—presents an opportunity for the mosque to refine its strategies and ensure that its religious programs are more inclusive, sustainable, and responsive to community needs.

Based on the findings, the following practical recommendations are suggested for Al Huda Mosque's management: Strengthen Communication Channels: The mosque should implement more structured and consistent communication strategies, such as newsletters, social media engagement, and community feedback systems, to ensure that community members are well-informed and feel more connected to the mosque's activities.

To address the financial challenges identified, the mosque could explore diversified funding avenues such as partnerships with local businesses, community fundraising events, and grant applications to support the sustainability of Al Huda Mosque programs.

Building on its solid volunteer base, Al Huda Mosque can introduce formal training programs for volunteers to enhance their skills in organizing religious events, leading community outreach, and managing logistical challenges.

By leveraging opportunities such as the growing community demographics, the mosque can extend its outreach efforts and offer more community-focused services (e.g., mental health support and educational programs) that align with broader social needs, strengthening its role in community development.

The findings of this study have broader implications for other mosques and religious institutions that aim to play a more active role in community development. The SWOT analysis framework can be valuable for religious institutions to evaluate their internal capabilities and external environments systematically. By understanding their unique strengths and opportunities, these institutions can adapt their religious activities and community services to meet evolving social needs while overcoming challenges like resource constraints or competition from other community organizations.

While this study offers valuable insights, several limitations should be noted:

1. Focus on a Single Mosque: The study focused exclusively on Al Huda Mosque, which limits the generalizability of the findings. While the mosque provides a relevant case study, its specific management practices and community context may not reflect those of other mosques or religious institutions.

2. Limited Time Frame: The research was conducted over a limited time frame, which may not fully capture the long-term trends in mosque management and community engagement. Religious activities and community dynamics evolve, and future research could benefit from a longitudinal approach.

3. Participant Bias: Since data was collected from a purposive sample of participants closely involved with the mosque, response bias is possible. Some participants may have been reluctant to discuss weaknesses or criticisms openly.

Future research could expand upon this study in several ways:

1. Comparative Analysis: A SWOT analysis of different mosques or religious institutions would provide a broader understanding of management practices and community motivation strategies. This could reveal whether the strengths, weaknesses, opportunities, and threats identified at Al Huda Mosque are shared across other contexts or unique to this mosque.

2. Application to Other Community Institutions: The SWOT framework used in this study can be applied to other community institutions—such as churches, temples, or non-religious community centers—to assess how they contribute to community development and social cohesion.

3. Longitudinal Studies: Future studies could adopt a longitudinal design to track changes in mosque management practices and community engagement over time. This would provide a

more comprehensive understanding of how mosques adapt to evolving community needs and external pressures.

4. Impact of External Factors: Research could explore how broader socio-political or economic factors influence mosque management and religious activities. Understanding the impact of these external factors can help mosque leaders proactively address challenges and seize growth opportunities.

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