

THE ROLE OF LEADERSHIP IN DECISION MAKING AT THE BAITUL MUSLIMIN MOSQUE, KEBONAGUNG VILLAGE, KEC. SUKODONO, KAB. SIDOARJO

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Abstract: This study aims to determine the role of leadership in decision making at the Baitul Muslimin Mosque. In addition, also to find out the decision-making process in the Baitul Muslimin Mosque. The method used in this study is a qualitative descriptive method. The descriptive method is used as a practical way to describe and explain the role of leadership in decision making. Then, the data collection technique used data triangulation. This method is done by observation, documentation, and interviews. The results of this study are the leader at the Baitul Muslimin Mosque is a democratic person. This can be seen from the way decisions are made by deliberation and are happy to accommodate the aspirations of members. The role of the leader at the Baitul Muslimin Mosque is to direct, guide, accommodate aspirations, mediate if there are differences of opinion, and provide motivation. Then, the role of the leader at the Baitul Muslimin Mosque in decision making, namely mediating if there are differences of opinion, moderating, accommodating aspirations, and holding a vote to make the best decision. The stages of decision making at the Baitul Muslimin Mosque, namely: Search (this stage makes invitations and deliberation), Design (this stage mediates differences of opinion and makes alternative problems), *Choice* (this stage chooses the alternatives that have been made), Implementation (this stage carries out decisions that have been determined).

Keywords: *Leader, Decision, Mosque*

Abstrak: Penelitian ini bertujuan untuk mengetahui peran kepemimpinan dalam pengambilan keputusan di Masjid Baitul Muslimin. Selain itu, juga untuk mengetahui proses pengambilan keputusan yang ada di Masjid Baitul Muslimin. Metode yang digunakan dalam penelitian ini adalah metode deskriptif kualitatif. Metode deskriptif digunakan sebagai cara yang praktis untuk menjabarkan dan menjelaskan peran kepemimpinan dalam pengambilan keputusan. Kemudian, teknik pengumpulan data menggunakan cara triangulasi data. Cara tersebut dilakukan dengan observasi, dokumentasi, dan wawancara. Hasil penelitian ini adalah pemimpin di Masjid Baitul Muslimin merupakan seorang yang demokratis. Hal tersebut dilihat dari cara pengambilan keputusan dengan musyawarah dan senang menampung aspirasi anggota. Peran pemimpin di Masjid Baitul Muslimin, yaitu mengarahkan, membimbing, menampung aspirasi, penengah apabila ada perbedaan pendapat, dan memberikan motivasi. Kemudian, peran pemimpin di Masjid Baitul Muslimin dalam pengambilan keputusan, yaitu memediasi apabila ada perbedaan pendapat, moderator, penampung aspirasi, dan mengadakan voting untuk mengambil keputusan yang terbaik. Adapun tahapan pengambilan keputusan di Masjid Baitul Muslimin, yaitu: Penelusuran (tahap ini membuat undangan dan musyawarah), Desain (tahap ini memediasi perbedaan pendapat dan pembuatan alternatif masalah), *Choice* (tahap ini memilih alternatif yang telah dibuat), Implementasi (tahap ini melaksanakan keputusan yang telah ditetapkan)

Kata Kunci: *Pemimpin, Keputusan, Masjid*

A. Introduction

Leader is a driving force in an organization or company. Leaders play many roles in running the organization. In addition to being competent and skilled, a leader is expected to have the ability and to work effectively and efficiently. These abilities and are followed by

work morale and employee discipline to achieve a predetermined goal. According to Stogdill, a leader plays a role in providing motivation, direction, supervision, and good communication to achieve a goal.¹ Thus it can be concluded that the success of an organization in achieving its goals is dependent on a leader.

The leader acts as the holder of command. This causes the steps of an organization to depend on the command. However, leaders cannot carry out their duties alone, therefore they need to work together with others. Leadership is the ability to influence oneself and others.² This ability is owned by a person from birth because of a nature from God. In addition, this ability can be trained in a person. The survival of an organization depends on its leader. The leader is a symbol, role model, motivator, as well as a source of influence who can give direction to activities and resources to achieve a goal.³ This is because the leader is the driving force in an organization or institution. In addition, leaders also play a role in carrying out the success of the goals of an institution or organization. The attitude and character of the leader determines the direction of the organization or institution that runs. Therefore, it takes a leader who not only leads but also guides so that the organization runs optimally. So, the leader has an important function in an organization or institution.

In an organization, the leader is the driving force in the organization. This makes a leader must be able to control the flow of the organization well. In Islam, humans are created on earth as a caliph (leader). This is in line with the word of Allah SWT in Surah Al-Baqarah verse 30 which reads:

وَإِذْ قَالَ رَبُّكَ لِلْمَلَائِكَةِ إِنِّي جَاعِلٌ فِي الْأَرْضِ خَلِيفَةً
 قَالُوا أَتَجْعَلُ فِيهَا مَنْ يُفْسِدُ فِيهَا وَيَسْفِكُ الدِّمَاءَ وَنَحْنُ
 نُسَبِّحُ بِحَمْدِكَ وَنُقَدِّسُ لَكَ قَالَ إِنِّي أَعْلَمُ مَا لَا تَعْلَمُونَ

when your Lord said to the angels: "Indeed I want to make a caliph on earth", they said: "Why do You want to make (caliphate) on earth a person who will do mischief on it and shed blood, even though we always exalt by praising You and purify You?", God said: "Indeed I know what you do not know". (Surat al-Baqarah: 30)

From the above verse it is explained that Allah created man and placed him on earth. Then, Allah gave knowledge to humans about various things. Then, God made humans as leaders or rulers on earth. This is one of God's blessings given to his servants. Therefore, in becoming a leader must be trustworthy and responsible for his position. Decision making has an important role in carrying out a task. Decision making is an action to determine the outcome in a problem by choosing an alternative way to solve the problem. In decision making, the leader has a role in determining it. According to Drummond, decision making means an attempt to create an event and shape the future (events at the time of election and after).⁴ In making a decision, it takes careful thinking in determining. This is done because every impact future for a company or institution. So, careful consideration is needed in making a decision in an organization or institution.

Decision making is something that is quite important for an individual or group. Making a decision sometimes seems easy and not infrequently looks difficult. It is easy or difficult to make a decision depending on the number of alternatives available. The more alternative

¹ Armhela Fazrien dkk, "Peran Pemimpin Dalam Pencapaian Kinerja Karyawan (Studi pada Badan Kepegawaian Daerah Malang)", Jurnal Administrasi Publik (JAP) Vol. 2, No. 4, 604.

² Ratna Pujiastuti, "Karakteristik Spiritual Leadership Perangkat Desa di Kabupaten Banyumas", Universitas Wijaya Kusuma Purwokerto, 368.

³ Dewi Sandy Trang, "Gaya Kepemimpinan dan Budaya Organisasi Pengaruhnya Terhadap Kinerja Karyawan (Studi Pada Perwakilan BPKP Provinsi Sulawesi Utara)", Jurnal EMBA Universitas Sam Ratulangi Manado Vol. 1, No. 3, 2013, 209.

⁴ Ennis Mu'faridah, "Peranan Gaya Kepemimpinan dan Pengambilan Keputusan Dalam Upaya Meningkatkan Prestasi Kerja di PT. Daya Maha Berkarya", Fakultas Ekonomi dan Bisnis Universitas Narotama

decisions that are made, the more difficult it is to make decisions. Therefore, you should make decisions carefully and wisely.

The existence a leader can be seen from several policies and decisions taken. policy and decision making relevant. According to Nawawi, an organization can run if the leaders have the ability to make a decision. Then, give orders to members of the organization in accordance with their duties and authorities.⁵ So, the quality of the organization can be seen from the way the leader makes a decision and then delegates it to its members according to their duties and authority.

The mosque is a place of worship for Muslims in the world. The mosque is the center of Muslim religious activities. According to Quraish Shihab, the mosque is not only used as a place of prayer but also a place to carry out all activities related to monotheism to Allah SWT.⁶ Moh. Roqib argues that there are four functions of the mosque contained in the Qur'an. *First*, theological function, which is a function that shows the place to carry out obedience to God. *Second*, the function of worship, which is a function that builds the value of piety. *Third*, the function of ethics, morals, and social. *Fourth*, the function of education and knowledge".⁷ So, the mosque is a place to prostrate, develop knowledge, build ethical, moral, and social values to Allah SWT.

The mosque has an organizational structure in it. structure of the mosque is run by the mosque administrator. The administrator of the mosque is usually referred to as the takmir of the mosque. The cohesiveness of the mosque management determines the course of the mosque's life. Therefore, administrators need to build cohesiveness between administrators. Mosque administrators need to have several characters that need to be applied in running the organization's wheels. These characters are mutual understanding, mutual help, and mutual advice.⁸ Mosque activities run well if the character is embedded in every mosque administrator.

Baitul Muslimin Mosque is a mosque located in Bogem Hamlet, Kebonagung Village, Sukodono District, Sidoarjo Regency. Its strategic location makes this mosque always crowded with visitors from just taking a break from traveling to performing congregational prayers. In addition, in front of this mosque there is a madrasa school where every day the students pray dhuhur prayers at the mosque. At this time, the Baitul Muslimin led by Bpk Drs. Khoirul Anam. Just like other mosques, the Baitul Muslimin Mosque is used for religious activities such as routine recitations every Friday night, prayer meetings, banjari exercises, PHBI (Islamic Holiday Commemoration) meetings, and others. In holding a meeting, the mosque management invites all administrators and representatives of organizations in the village such as Ansor, Ipnu and as representatives of students and youth. As was the case in the Eid al-Adha prayer meeting 1441 H, all administrators were invited along with several residents and representatives of mass organizations. In this meeting, the takmir wants to make several decisions regarding the preparation for Eid al-Adha prayers. As for some of these decisions regarding the committee, preachers and imams, as well as the Eid al-Adha prayer bill.

As is taught by Islam, in the practice of Muslim life, whenever there is a problem that occurs, they always carry out deliberation in making decisions.⁹ Deliberation is very necessary as material for consideration and shared responsibility in every decision-making process, so that every decision taken is a shared responsibility. The attitude of deliberation is a form of respect for others, because the opinions expressed are considered together. However, when the

⁵ Ahmad Sabri, "Kebijakan dan Pengambilan Keputusan Dalam Lembaga Pendidikan Islam", Jurnal Al-Ta'lim Jilid 1, No. 5, 2013, 373.

⁶ Abdul Basit, "Strategi Pengembangan Masjid Bagi Generasi Muda", Jurnal Dakwah dan Komunikasi Vol. 3, No. 2, 2009, 271.

⁷ Abdul Basit, "Strategi Pengembangan Masjid Bagi Generasi Muda", Jurnal Dakwah dan Komunikasi Vol. 3, No. 2, 2009, 271.

⁸ Aziz Muslim, "Manajemen Pengelolaan Masjid", Jurnal Aplikasi Ilmu-ilmu Agama Vol 5, No. 2, 2004, 113.

⁹ Ahmad Sabri, "Kebijakan dan Pengambilan Keputusan Dalam Lembaga Pendidikan Islam", Jurnal Al-Ta'lim, Jilid 1, Nomor 5 Juli 2013, 375.

chairman of the takmir gave an opportunity to express his opinion, the researcher saw that it was not uncommon for the meeting participants to be reluctant to speak. This causes when the results of the meeting have been determined there are some people who are not satisfied with the decision. This is not in accordance with the teachings of Islam which must accept a decision when there is a consensus. In this case, the leader needs to provide an understanding of the decisions that have been taken to all parties. So in this study, the author will examine the "Role of Leadership in Decision Making at the Baitul Muslimin Mosque in Kebonagung Village, Sukodono, Sidoarjo".

B. Literature Study

1. Leadership

a. Understanding Leadership

Leadership is a translation of the word "*leadership*" which comes from the word *leader*. The Leader is the person who leads, while the leader is the position. Leadership is an attitude that directs and influences members in carrying out various activities within an organization. According to Hadari Nawawi, leadership is an ability to move, motivate, and influence people to be willing to carry out activities that are directed at a goal through the courage to make decisions in the activities carried out.¹⁰ According to Kartono, a leader is someone who has advantages in a field, so that he can influence someone in carrying out activities to achieve a goal.¹¹ These advantages are partly predisposing (talents that are innate) and are a necessity of the current situation, so that they are able to direct subordinates with flexibility and authority. So, a leader needs to hone his ability to influence subordinates with authority and flexibility. This is because directing other people (subordinates) needs the right and efficient strategy because each individual has a different character.

b. Types of Leadership

According to Dr. Sondang P. Siagian types of leadership are divided into five, namely:¹²

- 1) Autocratic leadership, this leadership focuses all activities on the leadership. All decisions are taken at the discretion of the leader.
- 2) Military leadership, this leadership has a high level of discipline. Implement a command system in moving subordinates to carry out an order.
- 3) Paternalist leadership, this leadership considers members or subordinates like their children. This causes leaders to think that their members cannot be independent, so they rarely give their subordinates the opportunity to make decisions.
- 4) Charismatic leadership, this leadership can move members or subordinates naturally. This is because there is charisma in a leader. A person's charisma can be formed from an environment with social values.
- 5) Democratic leadership, this leadership involves all members in making a decision. Leaders provide space for members to express their opinions.

Several types of leadership above have advantages and disadvantages. This depends on how the environmental situation is being led. This requires a good leader in choosing a leadership style in leading an organization. This needs to be done so that the organization runs well and efficiently.

c. Roles of Leaders

Leaders have many roles in an organization. This is because the leader is the driving force of an organization. Out the responsibilities and authorities he is currently carrying out carry. The authority has several terms, namely:¹³

¹⁰Djunawir Syafar, "*Teori Kepemimpinan Dalam Lembaga Pendidikan Islam*", Jurnal Manajemen Pendidikan Islam Vol. 5, No. 1, 2017, 148.

¹¹ Armhela Fazrien dkk, "*Peran Pemimpin Dalam Pencapaian Kinerja Karyawan (Studi pada Badan Kepegawaian Daerah Malang)*", Jurnal Administrasi Publik (JAP) Vol. 2, No. 4, 604.

¹² Wahyu Budhianto, "*Kepemimpinan Dalam Pengambilan Keputusan*", Jurnal Transformasi Vol. 1, No. 27, 2015, 19.

- 1) *Actuating*
- 2) *Leading*
- 3) *Directing*
- 4) *Commanding*
- 5) *Motivating*

According to this theory, a leader has a role in directing his members. In this case the leader has a role in providing direction, instructions or instructions. Directives can be interpreted as everything that is done for the next time or in the future that has a limit to be obeyed so that everything is in line with the rules and agreements of an organization that has been made. Then, a leader also plays a role in providing motivation. Giving motivation is needed in an organization. This is because motivation can affect a person's performance in carrying out their duties. As a holder of the highest power in the company, a leader has a great influence in supporting employee performance. Providing motivation is one of the benefits of a leader to his employees at work. In addition, the role of the leader is also as a supervisor. In this case the leader supervises employee performance. This is done to measure the extent to which the procedures and work mechanisms that have been established can run well and produce satisfactory results. Then, a leader also acts as a communicator. In this case the leader plays a role in communicating tasks between superiors and subordinates. In addition to communicating in assignments, this role is carried out as a form of effective leadership. This is in accordance with the theory according to Widjaja, that the important role of a leader is to establish effective communication relationships with members or subordinates.¹⁴

d. Leadership in Islam

According to Islam, leadership is an activity, directing, and showing the way to Allah SWT. This means that to arrive at God requires a suitable leader. This is explained by Allah SWT in his word Surah Al-A'raf verse 43:

الْحَمْدُ لِلَّهِ الَّذِي هَدَانَا لِهَذَا وَمَا كُنَّا لِنَهْتَدِيَ لَوْلَا
أَنَّ هَدَانَا اللَّهُ

Meaning: "...Praise be to Allah who has led us to (heaven) this. And we will never be guided if Allah does not guide us..."

The word of God above explains, that to get to the way of Allah SWT requires a leader who can carry out leadership according to His instructions.¹⁵ From a historical perspective, to Michael H. Hart, religious leadership was carried out by the Prophet Muhammad in his time. With his extraordinary integrity and earning the title of al-amin (trusted), the Prophet Muhammad was able to develop the most ideal and most successful leadership in the history of human civilization. (honest), *amanah* (trustworthy), *fatahah* (intelligent), and *tabligh* (deliver) are able to influence others by inspiring without indoctrinating, awakening without hurting, arousing without forcing and inviting without ordering.¹⁶ In Islam, the concept of leadership is believed to have a unique value from just following subordinates and achieving organizational goals. values *transcendental* that are championed in Islamic leadership. These values become the basis for carrying out activities leadership

2. Decision Making

a. Definition of Decision Making

¹³ Armhela Fazrien dkk, "Peran Pemimpin Dalam Pencapaian Kinerja Karyawan (Studi pada Badan Kepegawaian Daerah Malang)", Jurnal Administrasi Publik (JAP) Vol. 2, No. 4, 604.

¹⁴ Armhela Fazrien dkk, "Peran Pemimpin Dalam Pencapaian Kinerja Karyawan (Studi pada Badan Kepegawaian Daerah Malang)", Jurnal Administrasi Publik (JAP) Vol. 2, No. 4, 605.

¹⁵ Moh Amin, "Kepemimpinan Dalam Islam", Jurnal Resolusi Vol. 2, No. 2, 2019, 124.

¹⁶ Syamsul Hadi, "Kepemimpinan Spiritual Solusi Mengatasi Krisis Kepemimpinan Pendidikan Islam", Jurnal Lisan Al Vol. 6, No. 01, 2012, 28-29.

Decision making is an action taken to determine the outcome in solving a problem by choosing a path of action between several alternatives through a mental process and logical thinking and also considering all existing alternative options that have a negative influence. or positive.¹⁷ Decisions are made by generating alternatives to solve an existing problem. Decisions are made when there is a plan. This is in line with the statement of Harold Koontz and Cyril O'donnel, that decision making is the selection of alternatives that have been made in a plan. A plan can be said to be non-existent, if no decisions from reliable sources, guidelines or reputation have been made.¹⁸

b. Types of Decisions

In theory, decision making is classified into two types, namely programmed decisions and non-programmed decisions.¹⁹ Each of these decisions has its own differences. The differences between these decisions are:

1) Programmed

Decisions Programmed decisions are an act of taking decisions that are routine and not crucial. An example of a programmed decision is a job that is carried out with a pre-made SOP (*Standard Operating Procedure*) . Programmed decisions can be implemented properly if they meet the following conditions:²⁰

- a) Human resources that meet the standards.
- b) Complete sources of information, both qualitative and quantitative.
- c) The organization guarantees the availability of funds for the duration of the decision.
- d) The rules and external conditions of the organization support its implementation.

2) Programmed Decisions Non

decisions are decisions made to solve new problems that have never been taken before. According to Ricky W. Griffin, non-programmed decisions are decisions that are relatively unstructured and occur less frequently than programmed decisions.²¹ Non-programmed decision-making is more complex and requires special competencies to complete, such as top management and high-skilled *consultants* .

c. Basis for Decision Making The

basis for making decisions varies depending on the problem that is currently happening. Decisions can be made based on feelings, can also be based on ratios. In addition, decision making depends on the individual who makes the decision. According to Terry, there are several basics in making decisions, namely:²²

- 1) Decision making based on intuition, this decision making is based on institutions. So, this decision-making can come at any time from a thought (intuition). This decision making is subjective, so it is easy to be influenced.
- 2) Decision making based on rational, this decision making is based on rationalism. So, the alternatives are considered good or bad when it has been decided. This decision making is objective, transparent, and consistent in maximizing the results for solving a problem.
- 3) Decision making based on facts, this decision making is based on the facts. So, the alternatives taken look at the circumstances and facts encountered in the problem. Therefore, in making this decision, it produces a healthy, good, and solid decision so that people can accept it gracefully.

¹⁷Muthiaranindita Abevit, "*Peran Kepemimpinan Dalam Pengambilan Keputusan*", Universitas Negeri Padang 2019

¹⁸ Afiful Ikhwan, "*Sistem Kepemimpinan Islami: Instrumen Inti Pengambil Keputusan Pada Lembaga Pendidikan Islam*", Jurnal Pendidikan Islam Vol.3, No. 2, 2018, 143.

¹⁹Irham Fahmi, "*Manajemen Pengambilan Keputusan Teori dan Aplikasi*", Bandung: Alfabeta, 2016, 3.

²⁰ Ibid

²¹ Irham Fahmi, "*Manajemen Pengambilan Keputusan Teori dan Aplikasi*", Bandung: Alfabeta, 2016, 4.

²² Ahmad Sabri, "*Kebijakan dan Pengambilan Keputusan Dalam Lembaga Pendidikan Islam*", Jurnal Al-Ta'lim Jilid 1, No. 5, 2013, 374.

- 4) Decision making based on experience, this decision making is based on experience that has happened. This decision making is done when an individual or group has experienced the same problem. So, the experience is useful in predicting the good and bad decisions that will be made.
- 5) Decision-making is based on authority, this decision-making is carried out based on the authority or task carried out. For example, the leader's decision for his subordinates or other people in higher positions to people in lower positions.

d. Stages of Decision Making

In making a decision there are stages that need to be considered. This is done so that decision making results in an efficient decision. The stages of decision making can affect the quality of a decision. According to Julius Hermawan, the decision-making process goes through the following stages:²³

- 1) The *intelligence* stage, at this stage studying the reality that occurred. This is done to find the source of the problem. At this stage a problem statement is obtained
- 2) The design stage, at this stage, finds, develops, and analyzes solving through formulation of a model that is represented by the real conditions of the problem. From this stage, alternative solutions are generated.
- 3) stage *Choice*, at this stage choose one of the alternatives that have been made. This stage produces solutions and implementation plans.
- 4) The implementation stage, at this stage, is based on what is generated in the *choice*. is indicated by solving problems, while failure is indicated by the existence of problems that are still trying to be overcome. This stage produces reports on the implementation of solutions and results.

e. Factors Affecting Decisions

In decision making, there are several factors that influence. These factors affect the quality of the decision making. There are several aspects that influence a decision. These aspects are internal aspects and external aspects. The following internal aspects include :

- 1) Knowledge, someone who has knowledge directly or indirectly, can influence a decision taken. The wider a person's knowledge, the greater the influence in decision making.
- 2) Aspects of personality, a person's personality is able to influence a decision. This aspect is invisible or not seen directly but has a role in making a decision Meanwhile, external aspects in decision making include:
 - 1) Culture, culture or the culture adopted by a person can influence decision making. This is because some of a person's behavior is influenced by the culture or culture adopted.
 - 2) Other people, other people can influence someone in making a decision. The closest person is one example of another person who can influence someone in making a decision.²⁴

f. Decision Making in Islam

Decision making is something that looks easy but is difficult under certain conditions. This is because the magnitude of a problem affects the difficulty in taking a problem. Islam teaches about decision making. Allah SWT says in Surah Ash-Shura verse 38:

وَالَّذِينَ اسْتَجَابُوا لِرَبِّهِمْ وَأَقَامُوا الصَّلَاةَ وَأَمْرُهُمْ شُورَىٰ بَيْنَهُمْ وَمِمَّا رَزَقْنَاهُمْ يُنفِقُونَ

Meaning: "And (for) those who accept (obey) the call of their Lord and establish prayer, while their business is (decided) with deliberation between them; and they spend part of the sustenance we have given them."

In the verse it is explained that Allah calls on Muslims to call and worship Allah. If you find a problem, please solve it by deliberation. Rasulullah SAW himself invited his friends to

²³ Sri Eniyati, "Perancangan Sistem Pendukung Pengambilan Keputusan untuk Penerimaan Beasiswa dengan Metode SAW (Simple Additive Weighting), Jurnal Teknologi Informasi DINAMIK Vol. 16, No. 2, 2011, 173.

²⁴ Afiful Ikhwan, "Sistem Kepemimpinan Islami: Instrumen Inti Pengambil Keputusan Pada Lembaga Pendidikan Islam", Jurnal Pendidikan Islam Vol.3, No. 2, 2018, 144.

consult if there was a problem that needed to be solved other than the legal issue that had been set by Allah SWT.²⁵ So, Islam teaches that decision-making should be done by deliberation.

3. Mosque

a. Understanding Mosque The

word mosque comes from the Arabic "*Sajada*" which means a place to prostrate. The mosque is a place of worship for Muslims. The mosque is the center of religious activities for Muslims in the world. According to Quraish Shihab, the mosque is a building where Muslims pray, but because the origin of the word comes from the word submissive and obedient, then the essence of the meaning of the mosque is a place for all activities that contain obedience to Allah SWT. Mosques are also places of worship and education in a broad sense.²⁶ Meanwhile, according to Ayub, the mosque is a place for Muslims to gather and perform congregational prayers with the aim of increasing solidarity, friendship between Muslims, and the best place to perform Friday prayers.²⁷

b. Functions of the Mosque

The main function of the mosque is a place of prostration to Allah SWT, worship of Him, and a place for prayer. In a day, Muslims visit the mosque five times to pray. In addition, the mosque as a place to recite takbir, tasbih, and sentences glorifying Allah SWT. The other functions of the mosque are: a²⁸

c. Understanding Takmir Masjid

Mosques have an organizational structure in them. structure of the mosque is run by the mosque administrator. The administrator of the mosque is usually referred to as the takmir of the mosque. The cohesiveness of the mosque management determines the course of the mosque's life. Therefore, administrators need to build cohesiveness between administrators. Mosque administrators need to have several characters that need to be applied in running the organization's wheels. These characters are mutual understanding, mutual help, and mutual advice.²⁹ Mosque activities run well if these characters are embedded in mosque administrators.

C. Research Methods

There are many methods in carrying out a research. The method is adapted to the objectives and problems studied. In this study, the author will use qualitative techniques. Qualitative research is research carried out in *settings* certain that exist in *real* (real) with the aim of investigating and understanding what phenomena occur, how they can happen.³⁰ The purpose of using qualitative techniques is to describe the role of leadership in decision making at the Baitul Muslimin Mosque.

In this study, the author will use the technique of data triangulation validity. Triangulation means using various data sources, theories, methods, and investigators so that the information presented is consistent.³¹ Therefore, to answer the existing problem formulation, researchers can use more than one data, theory, and investigator to obtain the most relevant and consistent data.

²⁵ Ava Swastika Fahrina, "*Pengambilan Keputusan Secara Musyawarah dalam Manajemen Pendidikan Islam*", Jurnal Al-hayat Vol. 2, No. 1, 2018, 31.

²⁶ Ridin Sofwan, "*Penguatan Manajemen Pemberdayaan Fungsi Masjid Al-Fattah di Kelurahan Krapyak Semarang*", Jurnal Dimas Vol. 13, No. 2, 2013, 321-322.

²⁷ Dina Amalina, "*Faktor Yang Mempengaruhi Proses Pengambilan Keputusan Wisatawan Berkunjung Ke Objek Wisata Religi Masjid Agung Islamic Center Kabupaten Rokan Hulu*", Jurnal JOM FISIP Vol. 4, No. 2, 2017, 8.

²⁸ Drs. Mohammad E. Ayub, "*Manajemen Masjid*", Depok: Gema Insani, 2007, 7-8.

²⁹ Aziz Muslim, "*Manajemen Pengelolaan Masjid*", Jurnal Aplikasi Ilmu-ilmu Agama Vol 5, No. 2, 2004, 113.

³⁰ Anis Chariri, "*Landasan Filsafat dan Metode Penelitian Kualitatif*", Fakultas Ekonomi Universitas Diponegoro, 9.

³¹ Ibid, 14.

At this stage of data analysis techniques, researchers will take several steps in carrying out data analysis techniques. The techniques are:³²

1. Reading repeatedly obtained information while reducing overlapping or repetitive information.
2. Seeing the significance or importance of the data obtained.
3. Classifying or coding data that has similarities or matches with other data. the results of the classification of the data will be used as a label.
4. Look for patterns or themes that tie thoughts together.
5. Construct *framework* to get essence of what the data is trying to convey.

D. Results and Discussion

1. Leadership

of the Baitul Muslimin Mosque is an institution led by the chairman of the takmir. The leadership at the Baitul Muslimin Mosque has a role in running the organization's wheels. According to the results of the study, leadership at the Baitul Muslimin Mosque is the leader's ability to direct, move its members to achieve the desired goals. Then, a major leader is trustworthy. Every leader has a way of leading an organization. According to the results of the study, the chairman of the takmir at the Baitul Muslimin Mosque is a democratic person. This can be seen from every decision taken at the Baitul Muslimin Mosque based on deliberation. Then, the chairman of the takmir is someone who pays attention to the aspirations of his members in making decisions. The Baitul Muslimin Mosque is an institution that cannot be separated from the role of a leader. Leaders have a role in running the wheels of the organization. According to the results of the study, the leader at the Baitul Muslimin Mosque has a role as a person who directs, guides, accommodates aspirations, and acts as a mediator if there are differences of opinion between members, and provides motivation to its members.

2. Decision Making

Decision making at the Baitul Muslimin Mosque is an action taken to make alternative solutions to problems when there is a problem in the mosque. Decision making at the Baitul Muslimin Mosque resulted in an agreement resulting from deliberation and alternative problem solving. The results of decision making at the Baitul Muslimin Mosque conditionally look at the existing problems. If the problem is about construction, the schedule of the imam, the results of the decision making are also about the construction and schedule of the imam. , the PHBI (Islamic Holiday Commemoration) agenda, mosque renovation, Eid al-Fitr and Eid al-Adha, cleanliness management, parking area expansion, making hand washing stations, and spraying disinfectants.

Based on the results of the study, the role of the leader in decision making, namely mediating if there are differences of opinion, moderating, accommodating aspirations, and holding a vote to make the best decision. Then, the things that underlie decision making at the Baitul Muslimin Mosque, namely the Qur'an and hadith, prerogatives, facts that happened, and experience. So, the basis for decision making at the Baitul Muslimin Mosque is situational looking at the problems that occur. Based on the facts on the ground, the stages of decision making at the Baitul Muslimin Mosque, namely making invitations, deliberation, mediation if there are differences of opinion, making alternative problem solving, decision making, and finally implementation.

Then, the factor that influences decision making at the Baitul Muslimin Mosque is knowledge. This is because everyone has a different perspective depending on the knowledge they have. Then, organizational knowledge also influences decision making. Knowledge in

³² Dr. J. R. Raco, ME., M., "*Metode Penelitian Kualitatif Jenis, Karakteristik, dan Keunggulannya*", Jakarta: PT Gramedia Widiasarana Indonesia, 2010, 123.

organizations makes a person have a broad perspective in opinion. In addition, people who have many relationships can also influence a decision because they have a broad perspective.

3. Islamic Perspective

According to the opinion of several sources, the ideal leader in Islam has been exemplified by Rasulullah SAW. The ideal leader needs to have four qualities exemplified by Rasulullah SAW, namely, *Siddiq* (honest), *Amanah* (trustworthy), *Fathonah* (intelligent), and *Tabligh* (deliver). Meanwhile, several other sources argued that the leader of the Baitul Muslimin Mosque in the view of Islam is a person who is *uswatun repertoire* (set a good example), masters worship well, and provides guidance to the community.

Based on several sources, the Baitul Muslimin Mosque uses deliberation in making decisions. In this case, deliberation is an example taught by Rasulullah SAW in decision making. Islam teaches about decision making. Allah SWT says in Surah As-Shura verse 38:

وَالَّذِينَ اسْتَجَابُوا لِرَبِّهِمْ وَأَقَامُوا الصَّلَاةَ وَأَمْرُهُمْ شُورَىٰ بَيْنَهُمْ وَمِمَّا رَزَقْنَاهُمْ يُنفِقُونَ

Meaning: "And (for) those who accept (obey) the call of their Lord and establish prayer, while their affairs are (decided) with deliberation between them; and they spend part of the sustenance We have given them."

In the verse it is explained that Allah calls on Muslims to call and worship Allah. If you find a problem, please solve it by deliberation. Rasulullah SAW himself invited his friends to consult if there was a problem that needed to be solved other than the legal problem that had been determined by Allah SWT.³³

E. Conclusion

Based on the results of the research discussion, it can be concluded that the leadership at the Baitul Muslimin Mosque is someone who is able to direct and move members to achieve an organizational goal. This is in accordance with the existing theory in this study. Leadership at the Baitul Muslimin Mosque is a leadership with a democratic style. This can be seen in the way leaders make decisions by deliberation. In addition, leaders also provide opportunities for members to express their opinions. The role of the leader in the Baitul Muslimin Mosque already includes the theory in this study. The role is to direct, guide, accommodate aspirations, mediate if there are differences of opinion, and provide motivation. Then, the role of the leader at the Baitul Muslimin Mosque in decision making, namely mediating if there are differences of opinion, moderating, accommodating aspirations, and holding a vote to make the best decision. The leader at the Baitul Muslimin Mosque in the view of Islam is a person who is *uswatun repertoire* (set a good example), masters worship well, and provides guidance to the community.

The decision-making process at the Baitul Muslimin Mosque has stages and aspects that are considered. Decision making at the Baitul Muslimin Mosque is an action taken to create alternative solutions to a problem. Then, there are several things that underlie decision making at the Baitul Muslimin Mosque which are in line with theory, namely based on facts and authority. There are things that underlie decision making outside the existing theory. These things are based on the Qur'an and hadith. The factors that influence decision making at the Baitul Muslimin Mosque almost all include existing theories. These factors are knowledge and people who have relationships. Then, cultural factors do not affect decision making at the Baitul Muslimin Mosque. This is because the Baitul Muslimin Mosque exists because of a culture and the majority culture around the mosque is Islamic culture. The stages of decision making at the Baitul Muslimin Mosque, namely:

- 1) Search (this stage makes invitations and deliberation)
- 2) Design (this stage mediates differences of opinion and makes alternative problems)
- 3) Choice (this stage chooses the alternatives that have been made)

³³ Ava Swastika Fahrina, "Pengambilan Keputusan Secara Musyawarah dalam Manajemen Pendidikan Islam", Jurnal Al-hayat Vol. 2, No. 1, 2018, 31.

4) Implementation (this stage carries out the decisions that have determined)

Barriers to decision-making at the Baitul Muslimin Mosque, namely the lack of community compliance in wearing masks during the Covid 19 pandemic, the lack of active management in the agenda that has been made, village regulations from villages that have not yet been issued for the use of parking lots, the Covid 19 outbreak, and differences of opinion between members. These obstacles have solutions and progress in overcoming them. To solve the problem of the Covid 19 health protocol, socialization has been carried out for mosque congregations. Then, the progress of the congregation is obedient to implementing health protocols at the beginning of the pandemic, but for now there are pilgrims who do not wear masks to the mosque even though they have been warned by the mosque. For a way out of the expansion of the parking lot, the mosque approached the village to make a village regulation that had not yet been issued. Then, the progress is still no response from the village for the making of a village regulation, but the parking lot can already be used. To resolve differences of opinion, the takmir votes to get the best decision. Then, the progress of the decision can be implemented. According to the Islamic view, the Baitul Muslimin Mosque has made decisions according to what is taught in Islam. The decision is made by way of deliberation.

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