

Operational Management with a Religious Approach to the Resik Resik Masjid Community in Wonosobo Regency

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Abstract. *This study explores the application of operational management through a religious approach within the Resik-Resik Masjid (RRM) community in Wonosobo Regency. Using a qualitative method, the research focuses on how the community integrates religious values into operational practices. Data were collected through in-depth interviews, direct observation, documentation, and relevant secondary sources. The analysis followed the stages of data reduction, data presentation, and conclusion drawing. Findings indicate that religious-based operational management in RRM combines modern management principles with Islamic values, resulting in practical and spiritually grounded solutions. This integration enhances not only the effectiveness of daily operations but also nurtures a sense of togetherness, accountability, and collective responsibility among members. The religious perspective serves as a guiding framework for decision-making, resource management, and community engagement. The study concludes that RRM's management model represents a sustainable and value-based organizational approach, aligning operational efficiency with moral and spiritual dimensions. This model can be adopted by other community-based organizations seeking to harmonize religious values with effective management practices. The research contributes to the discourse on how localized religious values can enrich operational management theories and practices, especially within faith-driven or culturally rooted communities.*

Keywords: *community, operational management, religious approach*

Abstrak. Penelitian ini mengkaji penerapan manajemen operasional berbasis pendekatan religius dalam komunitas Resik-Resik Masjid (RRM) di Kabupaten Wonosobo. Metode yang digunakan adalah kualitatif dengan fokus pada integrasi nilai-nilai keagamaan dalam praktik operasional komunitas. Data dikumpulkan melalui wawancara mendalam, observasi, dokumentasi, dan sumber sekunder. Hasil menunjukkan bahwa manajemen operasional berbasis religius di RRM memadukan prinsip manajemen modern dengan nilai-nilai Islam, menciptakan solusi yang praktis sekaligus bernuansa spiritual. Pendekatan ini tidak hanya meningkatkan efektivitas pengelolaan, tetapi juga memperkuat kebersamaan dan tanggung jawab kolektif anggota komunitas. Nilai-nilai religius menjadi pedoman dalam pengambilan keputusan dan pengelolaan sumber daya. Kesimpulan penelitian ini adalah bahwa model manajemen RRM merupakan contoh pengelolaan organisasi yang berkelanjutan dan berbasis nilai. Model ini dapat direplikasi oleh komunitas lain yang ingin mengintegrasikan nilai spiritual dalam manajemen. Temuan ini memberikan kontribusi terhadap pengembangan teori dan praktik manajemen berbasis nilai religius.

Kata Kunci: *komunitas, manajemen operasional, pendekatan religius*

INTRODUCTION

Management is a key element in various aspects of life, including in organizational operations. With effective management (Jamrizal, 2022), the organization can achieve its goals optimally (Susanto, 2022). Management in organizations includes structured and efficient planning (Utomo et al., 2021),

implementation, and supervision (Sastraatmadja et al., 2023). The importance of management in organizations is to ensure that operational processes run smoothly and human resource development goals are achieved (Hilal Mahmud, Mohamad Ilham Hilal, 2021) (Nahak & Ellitan, 2023). Therefore, good management focuses not only on technical aspects but also on human resource development (Winarti, 2022) (García-Cruz et al., 2024).

Operational management is an important part of refining an organization's strategy and ensuring its long-term survival. Management skills are needed to manage the operations of an activity, which is called operational management (Wibowo, 2020). Operational management is an activity or process that converts inputs into outputs. Inputs consist of raw materials, labor, capital, energy and knowledge which are then transformed into production and operational activities so as to produce outputs in the form of goods or services (Desiyanti, 2020).

Organizations with a religious approach, such as the Resik-Resik Masjid Community in Wonosobo Regency, have their own challenges in operational management (Novitasari, 2022). The problem often faced is how to integrate a religious approach in every aspect of management (Febriana & Anwar, 2022). The religious approach in question is the dimension of *Ilahiyyah* values related to divinity and *Insaniyyah* values related to humanity (Uswatun & Setiawan, 2021). The integration of these values in operational management is considered important to form a strong and unique organizational culture (Rosmilasari, Nurhikmah, 2022), (Kola Olayiwola et al., 2014), (Tabatabaei, 2024).

Previous relevant research has not made a significant contribution related to the management of religiosity community organizations such as mosque management in improving the religious activities of mosque congregants by analyzing how religious value-based management can strengthen religious activities and integrate local traditions with modern management principles (Hendrik et al., 2023). Then mosque management in increasing religious activities in the mosque by evaluating the effectiveness of operational management in the mosque can increase the efficiency of mosque operations and community participation in religious activities (Triadi et al., 2024). And communication management (Abdillah & Chaniago, 2024) religious social organizations on the importance of integrating religious values in the management of religious organizations to create sustainability (Yuwafik & Azisi, 2023). This review of relevant research shows that the relevance and importance of the religious approach in the operational management of community-based organizations, especially in

strengthening the spiritual and social dimensions in modern operationalization.

However, there is a systematic gap in the integration of the religious approach to operational management. Many studies focused on technical and administrative aspects, but did not explore how the religious approach can be used as a foundation in every aspect of operational management. In addition, there is a lack of studies that explore the direct impact of integrating a religious approach on operational effectiveness and organizational culture in the context of religious communities.

The novelty of this article lies in the effort to integrate a religious approach in every aspect of community operational management, which has not been widely explored in previous research. This research presented an operational management approach by integrating a religious approach in the management of the Resik Resik Masjid Community in Wonosobo Regency. The implementation of operational management with a religious approach in the management of the Resik Resik Masjid Community in Wonosobo District includes the implementation of operational management that can be integrated with a religious approach, as well as the supervision of operational management with a religious approach. This is intended to ensure that every aspect of community operations is not only efficient and effective, but also in line with the religious principles adopted by its members.

RESEARCH METHODS

This research uses a qualitative approach (Suyitno, 2020) with a type of case study research conducted through a phenomenological approach (Rusandi, 2022). The focus of the research is directed at religious value-based operational management applied in the Resik-Resik Masjid Community in Wonosobo Regency.

The research population includes all members of the *Resik-Resik Masjid* community who play an active role in the organization's operational activities. The research sample was determined purposively, involving the chairperson, core management, and community members who have an in-depth understanding of operational management based on religious values. This purposive sampling technique was chosen to ensure that the data obtained was relevant and in-depth.

Data was collected through several techniques, namely: 1) Direct observation of the community's operational activities; 2) In-depth interviews with key informants, such as chairpersons, administrators, and members (Abdussamad, 2021) ; 3) Documentation from activity archives,

organizational reports, and other supporting media (Raco, 2018). Data collection was conducted continuously over a period of four months, starting from planning to the final stage of the research. To ensure data validity, this research uses extended observation (Mekarisce, 2020), triangulation of sources and methods (Haryoko et al., 2020), and increased analytical rigor.

Data were analyzed using interactive analysis techniques (Ahmad, 2018), which involved: 1) Data reduction, which is the process of selecting, grouping, and simplifying data in accordance with the research focus; 2) Presentation of data, by displaying information in a structured manner to support conclusion making; 3) Drawing conclusions, based on patterns, themes, or relationships identified in the data.

Any data that has been collected through this stage of analysis was processed using *coding* techniques to find key themes relevant to the integration of religious values in community operational management. Through this method, the research aims to produce a comprehensive picture of the implementation of religious-based operational management in the RRM community of Wonosobo Regency.

RESULTS AND DISCUSSION

In the context of the Resik Resik Masjid Community in Wonosobo District, the implementation of the religious approach as listed in table 1 showed diverse applications in the planning, implementation and supervision stages.

Table 1. Application Of A Religious Approach In The Operational Management Of Mosque Resik-Resik

Category of religious approach	Planning	Implementation	Surveillance
<i>Divine Value</i>	In the planning stage, the values of compliance with religious teachings in the aspect of organizing the Resik-Resik Masjid activity were explained in detail.	The religious approach was reflected in the routine implementation of activities such as the management of donor contributions in accordance with religious teachings.	Supervision of activities involved evaluation based on the principles of fairness and transparency in accordance with religious values.
<i>Insaniyyah Value</i>	Commitment to integrate social care valued in the planning of mosque cleaning activities and other social programs for the	In implementation, values such as fairness and equality were applied in the management team's interactions with community members, ensuring balance and fairness in the	The oversight process involves evaluations that consider the social and humanitarian impacts of operations.

surrounding community.	distribution of cooperation results.
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Source: processed from interview results

The table above confirmed Resik Resik Masjid's commitment to applying the religious approach not only as a moral foundation but also as a practical guide in every aspect of operational management. This approach not only strengthens the community's religious identity but also extends its positive impact in empowering the community at large.

Based on the interviews conducted with the chairperson and administrators of the Resik Resik Masjid Community, several key challenges in integrating the religious approach into operational management were clearly identified. These challenges include an uneven understanding of the religious approach among members of the management team, which may affect the consistency and continuity in the application of these values in daily operational decisions. In addition, there are significant constraints related to human resources, which require capacity building through continuous training to enable management team members to understand and implement the religious approach more effectively.

Challenges In Integrating Religious Values

No.	Challenge	Description
1	Limited Understanding	a. Limited understanding of deep and complex religious approaches. b. Inadequate understanding of religious values by implementers and managers. c. The impact can reduce consistency in the implementation of the religious approach.
2	Human Resources	a. Requires commitment and specialized skills from the human resources involved. b. Capacity building through training and development to implement these values. c. Ensure the management team has sufficient understanding to integrate religious values.
3	External Constraints	a. External factors such as government regulations and local economic dynamics. b. Demands from other parties that can affect the policies and operational procedures of Resik Resik Masjid. c. Requires adaptation of policies and procedures to maintain religious values without compromising effectiveness.

Source: processed from interview results

By identifying and addressing these challenges, the Resik Resik Masjid Community can strengthen the commitment of especially the leaders (Butarbutar & Nasution, 2024) in implementing a religious approach as a strong foundation in their operational management, creating a sustainable positive impact on the community and society they serve.

In-depth integration of operational management by investigating how the religious approach, particularly the values of *Ilahiyyah* and *Insaniyyah*, (Wibowo, 2020). It was found that the Resik Resik Masjid Community The main findings showed that the values are not only adopted as guiding principles but also concretely implemented in all stages of management (Yusuf. et al., 2021), from planning to supervision.

The integration of a religious approach in operational implementation (Julyanthry et al., 2020) is also evident in the daily practice of Resik Resik Masjid management, where strategic decisions are based on ethical and moral considerations dictated by these values. Moreover, in supervision, the *Ilahiyyah* and *Insaniyyah* values play a role in ensuring that every step and operational decision is in conformity with religious principles, providing a solid foundation for ethical and sustainable management in the mosque community. Thus, this study not only illustrates how the religious approach is practically applied in the context of Resik Resik Masjid operational management, but also revealed its positive impact on effective management (Utama et al., 2019) and the strengthening of spiritual values within the community.

The process of obtaining findings adopted a qualitative method with a phenomenological approach, which proved effective in exploring an in-depth understanding of management practices in the Resik Resik Masjid community. This approach makes it possible to understand the direct perspectives of the administrators and members of Resik Resik Masjid, revealing their beliefs, values, as well as the challenges they face in applying religious principles in their daily practices (Nasuha et al., 2021).

The integration of a religious approach (Fiantika et al., 2022) in the operational management of the Resik Resik Masjid Community illustrates the organization's commitment to not only achieve operational efficiency, but also to ensure that every aspect of activity is in accordance with the principles of religious teachings (Ilahi, 2020) . This effort not only focused on achieving operational goals, but also emphasized the importance of conformity with ethical and moral values (Herningsih, 2022) that are upheld in a religious context. The main challenges faced, such as limited understanding of the religious approach and the need to increase the

capacity of human resources (Winarti, 2022), indicate that the implementation of this integration required ongoing efforts in terms of education and training.

Continuous education and capacity building are key in overcoming these challenges, so that the administrators and members of Resik Resik Masjid, can deepen their understanding of religious approaches and apply them in their daily decision-making. In addition, strong support from the whole community is also important to ensure the success of this integration of religious approaches (Ihsan & Mahrus, 2023), by encouraging active participation in educational programs and religious activities supported by Resik Resik Masjid. Thus, through a holistic and sustainable approach, Resik Resik Masjid can strengthen not only their operational effectiveness, but also their spiritual depth and moral commitment (Munawaroh, 2021) in serving their communities.

This finding is in line with previous research that has emphasized the importance of a religious approach in the management of community-based organizations (Nugroho et al., 2019); (Rosmilasari, Nurhikmah, 2022); (Wajdi, 2022). However, this study made a new contribution by describing specifically how the values of *Ilahiyyah* and *Insaniyyah* are applied in the context of mosque community operational management.

Previous research has highlighted the importance of the religious approach in the context of community-based organization management, but has not detailed the concrete implementation in daily operations as done in this study. The findings fill the knowledge gap by providing a more in-depth understanding of the practices and strategies used in integrating the religious approach, particularly the *Ilahiyyah* and *Insaniyyah* values, in the operational management of the Resik Resik Masjid Community, in Wonosobo District.

Thus, this study not only confirmed, but also complemented existing knowledge with concrete data and the specific context of the implementation of a religious approach in the operational management of a community (Firdaus et al., 2022) mosque, making a significant contribution to the literature on religious values-based organizational management.

The understanding of religious-based management has shown that religious approaches can be effectively integrated in operational management. The implication of this finding is that theories in operational management can be modified to include religious elements as an integral component in managerial practice, especially in the context of faith-based organizations. The integration of religious approaches not only enriches the

value base of the organization but also deepens the spiritual dimension of decision-making and operational strategy implementation.

There is thus already evidence that a religious-based management approach can be a valuable model for organizations (Effendhie, 2023) that wish to integrate spiritual values in their managerial practices, with the potential to holistically improve organizational performance.

The integration of organizational management provides important insights for other religious-based (Amruddin et al., 2020) organizations that plan to integrate religious values in their operational management. The findings not only illustrate the successful practice of integrating religious approaches in the context of the Resik Resik Masjid Community, but also provide a solid foundation for the development of training and education programs. These programs aim to improve the understanding and capacity of religious-based management in other communities, helping them to adopt and implement practices that are in line with their spiritual values.

This research also contributes significantly to the literature by presenting a concrete case study on the implementation of a religious approach in operational management. In this context, this research fills an existing knowledge gap by outlining in detail how religious principles can be translated into effective operational strategies. As such, the findings not only provide practical guidance for practitioners and researchers in this field, but also enrich the theoretical framework in religious-based management, providing a solid foundation for further development in this study.

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CONCLUSIONS

The results showed that religious value-based operational management in the Resik-Resik Masjid Community in Wonosobo Regency provides a harmonious integration between modern management principles and religious traditions. This approach created an operational pattern that is not only effective and efficient, but also strengthens the sense of community, collective responsibility, and spiritual values within the community. Practically, this model demonstrated how religious values can be a strong foundation in building sustainable and inclusive organizational structures.

The findings confirmed that a religious approach to operational management is not only relevant in faith-based communities, but can also be a paradigm that combines morality with efficiency. In the context of community-based organizations, this approach proved that spiritual values can overcome managerial challenges, such as internal conflicts and lack of participation.

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