

ABSTRAK

Dea Rosita 1224030020: Penggerakan Badan Usaha Milik Masjid Dalam Meningkatkan Kemandirian Ekonomi Masjid (Studi Kasus di Masjid Affiliate Al-Kahfi Bunut Banjaran Kabupaten Bandung).

Kemandirian ekonomi masjid menjadi isu penting seiring meningkatnya kebutuhan pembiayaan kegiatan dakwah yang berkelanjutan, sementara sumber dana infak jamaah bersifat terbatas dan tidak dapat diputar sebagai modal usaha. Fenomena ini mendorong lahirnya Badan Usaha Milik Masjid (BUMM) sebagai model alternatif pengelolaan ekonomi umat berbasis masjid, salah satunya BUMM Affiliate Al-Kahfi Bunut Banjaran Kabupaten Bandung yang bergerak dalam bidang agensi konten digital dan affiliate marketing.

Penelitian ini bertujuan mengetahui penggerakan (*actuating*) BUMM Affiliate Al-Kahfi Bunut, dalam meningkatkan kemandirian ekonomi masjid. Penelitian menggunakan teori penggerakan (*actuating*) George R. Terry (1993) yang mencakup empat indikator motivasi, kepemimpinan, komunikasi, dan koordinasi. Metode yang digunakan adalah studi kasus dengan pendekatan kualitatif dan paradigma konstruktivisme, melalui pengumpulan data observasi, wawancara, dan dokumentasi langsung di lokasi penelitian.

Hasil penelitian menunjukkan bahwa motivasi penggerakan BUMM bersumber dari perpaduan motivasi internal pengurus dan eksternal jamaah yang bersifat holistik, mencakup dimensi ekonomis, sosial, dan spiritual, dengan capaian Gross Merchandise Value (GMV) sebesar Rp39.034.148.884. Kepemimpinan dijalankan melalui restrukturisasi menuju struktur profesional berjenjang dengan pola dua *leadership* serta gaya *people-oriented leadership*. Komunikasi internal dan eksternal dikelola secara sistematis melalui rutinitas spiritual-kerja, sistem administrasi digital, serta strategi konten pemasaran yang terdiversifikasi. Koordinasi berjalan secara multi-level, menghubungkan aspek operasional usaha dengan program-program pemberdayaan dan dakwah kemasjidan.

Kesimpulan penelitian ini menunjukkan bahwa keempat indikator penggerakan menurut teori George R. Terry (1993) tersebut berjalan secara terintegrasi dan saling menguatkan satu sama lain, sehingga penggerakan BUMM Affiliate Al-Kahfi Bunut terbukti efektif dalam meningkatkan kemandirian ekonomi Masjid Affiliate Al-Kahfi Bunut Banjaran Kabupaten Bandung.

Kata Kunci: Penggerakan, Badan Usaha Milik Masjid (BUMM), kemandirian ekonomi masjid, Masjid Affiate Al-Kahfi Bunut.

ABSTRACT

Dea Rosita 1224030020: *Actuating of Mosque-Owned Enterprise in Enhancing the Economic Independence of the Mosque (Case Study at Masjid Affiliate Al-Kahfi Bunut, Banjaran, Kabupaten Bandung).*

The economic independence of mosques has become an important issue amid the growing need for sustainable financing of da'wah activities, while the sources of congregational infak (charitable donation) funds remain limited and cannot be circulated as business capital. This phenomenon has given rise to the Mosque-Owned Enterprise (Badan Usaha Milik Masjid/BUMM) as an alternative model for mosque-based economic management, one example being BUMM Affiliate Al-Kahfi Bunut, Banjaran, Kabupaten Bandung, which operates in the field of digital content agency and affiliate marketing.

This study aims to examine the actuating of BUMM Affiliate Al-Kahfi Bunut in enhancing the economic independence of the mosque. This study employs George R. Terry's (1993) actuating theory, which encompasses four indicators: motivation, leadership, communication, and coordination. The method used is a case study with a qualitative approach and a constructivist paradigm, with data collected through observation, interviews, and direct documentation at the research site.

The results indicate that the motivation behind the actuating of BUMM stems from a holistic combination of internal motivation among the management and external motivation among the congregation, encompassing economic, social, and spiritual dimensions, as reflected in the achievement of a Gross Merchandise Value (GMV) of IDR 39,034,148,884. Leadership is carried out through a restructuring toward a tiered professional structure characterized by a dual leadership pattern and a people-oriented leadership style. Internal and external communication are managed systematically through daily routines that combine spiritual practice with work briefings, digital administrative systems, and diversified marketing content strategies. Coordination operates on a multi-level basis, linking the operational aspects of the business with community empowerment and da'wah programs of the mosque.

The findings conclude that the four indicators of actuating according to George R. Terry's (1993) theory operate in an integrated manner and reinforce one another, such that the actuating of BUMM Affiliate Al-Kahfi Bunut has proven effective in enhancing the economic independence of Masjid Affiliate Al-Kahfi Bunut, Banjaran, Kabupaten Bandung.

Keywords: *Actuating, Mosque-Owned Enterprise (BUMM), mosque economic independence, Masjid Affiliate Al-Kahfi Bunut.*