

MOTIVASI KERJA MARBOT MASJID BERDASARKAN KELOMPOK ORGANISASI ISLAM DI SOLO

Muhammad Fikri Arrofi

Pendidikan Bahasa Arab, Sekolah Tinggi Islam Al Mukmin Surakarta, Indonesia.

Correspondensi Author Email: fikriarrofi77@gmail.com

Muhammad Ja'far Abdul Jabbar Ayub

Pendidikan Bahasa Arab, Sekolah Tinggi Islam Al Mukmin Surakarta, Indonesia.

Email: jafaraja706@gmail.com

Deyfan Ahnaf Muhammad

Pendidikan Bahasa Arab, Sekolah Tinggi Islam Al Mukmin Surakarta, Indonesia.

Email: deyfanahnafmuhammad@gmail.com

Abstract

This study aims to analyze the relationship between salary and the performance of mosque caretakers (marbot) in Solo City. Marbots play a strategic role in maintaining the cleanliness, order, and readiness of mosque facilities; therefore, their performance directly affects congregational comfort and the effectiveness of religious activities. However, field observations show that many marbots receive low wages that do not match their workload, potentially reducing motivation and work quality. This research employs a descriptive qualitative method, with data collected through in-depth interviews, observations, and documentation. The informants consisted of marbots and mosque administrators selected purposively from various mosques in Solo City. The data were analyzed using the Miles and Huberman model through data reduction, data display, and conclusion drawing. The findings reveal a clear relationship between salary levels and marbot performance. Marbots who receive adequate wages tend to show higher motivation, better discipline, and improved maintenance of mosque cleanliness and facilities. Conversely, marbots with lower wages often experience economic pressure that affects their focus and reduces the consistency of their work performance. Additionally, variations in salary systems across different religious organizational groups also influence differences in marbot performance among mosques. This study concludes that improving marbot welfare significantly enhances the quality of mosque services. Therefore, mosque administrators should consider implementing a fairer and more structured compensation system as part of efforts to strengthen mosque management overall.

Keywords: *marbot salary, marbot performance, mosque management, welfare, Solo City.*

Abstrak

Penelitian ini bertujuan untuk menganalisis hubungan antara gaji dan kinerja marbot masjid di Kota Solo. Marbot memiliki peran strategis dalam menjaga kebersihan, ketertiban, dan kesiapan fasilitas masjid, sehingga kualitas kinerja mereka sangat berpengaruh terhadap kenyamanan jamaah dan efektivitas kegiatan ibadah. Namun, realitas di lapangan menunjukkan bahwa sebagian besar marbot menerima gaji rendah dan tidak sesuai dengan beban kerja, sehingga berpotensi menurunkan motivasi dan kualitas layanan. Penelitian ini menggunakan metode deskriptif- kualitatif dengan teknik pengumpulan data berupa wawancara mendalam, observasi, dan dokumentasi. Informan penelitian meliputi marbot dan pengurus takmir dari berbagai masjid di Kota Solo yang dipilih secara purposive. Data dianalisis menggunakan model Miles dan Huberman melalui reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa terdapat hubungan nyata antara tingkat gaji dan kinerja marbot. Marbot dengan gaji yang lebih layak cenderung memiliki motivasi lebih tinggi, menunjukkan kedisiplinan yang lebih baik, serta menjaga kebersihan dan fasilitas masjid secara lebih optimal. Sebaliknya, marbot dengan gaji rendah sering mengalami tekanan ekonomi sehingga fokus kerja berkurang dan kinerjanya tidak konsisten. Selain itu, variasi sistem penggajian antar kelompok keagamaan juga memengaruhi perbedaan kinerja marbot di berbagai masjid. Penelitian ini menyimpulkan bahwa