

Sharia Bank's Directing Management Strategy for Improving Employee Performance

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ABSTRACT

This study aims to determine the direction of management strategy in improving the performance of Islamic bank employees. This study uses the survey approach, one of the qualitative methods that is usually used for extensive and large data collection. The results of this study indicate that Islamic banks run efficiently. Directing management involves people within the organization; this becomes an important function. However, precisely because it involves people, this function is also quite challenging. Successfully managing people involves understanding attitudes, behaviors, personalities, motivations, and so on. In addition, this requires an effective and efficient communication chain. Employee performance must be accompanied by the direction of the management strategy because, with the right management, the goals of the organization can be achieved and satisfactory results obtained. Bank sharia must apply to directing management in improving employee performance.

Keywords: Management, directing management, employee performance

INTRODUCTION

Sharia banking management is the art of managing all resources owned by using sharia methods listed in the holy book or taught by the Prophet Muhammad SAW. Sharia management is based on the law of the Koran as the foundation for managing the elements of management in order to achieve a specific goal. What distinguishes Sharia management from general management is the divine concept of strategy, which plays a critical role. Sharia management can also be defined as a management institution that collects public funds in the form of financing. Sharia management raises funds from the public through financing or financial intermediation (ArjiHarahap, 2000).

Management in a business entity, whether industrial, commercial, or service-related, including banking services, is motivated by profit (profit). Management must be

carried out efficiently in order to generate large profits. This attitude must be shared by every entrepreneur and manager, regardless of whether they work in business, government, or social organizations (Hidir et al., 2021). The only difference is the life philosophy of each business entity's founder or manager. Similarly, in the banking industry, management is critical because it affects both bank performance and public trust (Arifin, 2012).

People only want financial institutions that can be trusted with their funds, especially in banking. In addition to wanting funds that are managed by trusted people so that they feel safe for their funds, customers also want their funds to be developed and get maximum profit (An-Nabahan, 2000).

The purpose of directing is to provide direction, ideas, suggestions, and advice on Sharia-related issues to the directors of Islamic banks. While management is the desire to make others follow their wishes by effectively and in place using personal or positional power for the long-term interests of a company, direction is the desire to make others follow one's own wishes. This includes instructing others in a variety of tones, ranging from assertive to demanding or even threatening. The goal is for the tasks to be completed correctly. Many experts believe that the most important function in management is direction. Because it is the most important function, a leader should carry it out properly (Faozan, 2013).

A good manager should frequently provide input to members because this can help them perform better at work. A member is also like an ordinary human being who enjoys the attention of others if it helps them perform better. The directive function is always closely related to planning all activities for the organization to carry out in order to achieve predetermined goals. Managers carry out directive activities by motivating one another, assisting with problem solving, delegating, utilizing effective communication, collaborating, and coordinating. The manager must demonstrate the ability to work in harmony, to be objective in dealing with nursing service problems through observation, and to be objective in dealing with his staff's behavior. Managers must be sensitive to human nature, which has benefits and drawbacks, relies on others for assistance, and has personal and social needs (Ni Made Krisna Ayulandewi et al., 2022).

Human resources (HR) are the most important factor in the development of Islamic banking. HR plays an important role in a business. The human resource management perspective that views employees as partners has implications for the company's need to lead at all levels of the organization. Every employee must have strong leadership and managerial abilities. As a result, every employee requires training and self-development in order to improve the quality of their leadership (Triton, 2009).

As we all know, human resources are a company's most valuable asset. Increasing the role of directors and managers involved in HR management, as well as staff who are able to work as well as possible, will greatly aid in optimizing the results of the company's achievements. The rapidly changing business environment necessitates integrated human resource management that is supported by expertise, skills, leadership, and cooperation from both parties (Farizal, 2010).

It is critical to recognize that the concept of HR excellence in Islamic banking cannot be separated from the four dimensions of competence, which are mindset (way of thinking), competence (knowledge, expertise, and ability), character (sidiq, amanah, fathonah, and tablig), and work motivation quality (identity as a motivational factor). Thinking about the superiority of human resources with such characteristics, the role of people in Islamic banking management is to always improve quality and innovation in processes, systems, products, and services. so that it can improve the quality of everyone's contribution in a sharia-based organization. All leaders must prepare, manage, and retain human resources who are capable of and committed to the vision, mission, values, and objectives of Islamic banking (Alwi, 2013).

Work performance produced by employees in accordance with their role in the company is a real behavior that is displayed by everyone. Employee performance is the primary requirement for businesses in order to ensure their survival or operations. Employee work ethic can be cultivated to improve employee performance even further (Diamantidis & Chatzoglou, 2019).

Employees in a company who have a high level of education and work discipline will be more effective at their jobs. The presence of high work discipline in employees is reflected in their sense of responsibility, desire, and courage to innovate in

the workplace. As a result, employee performance will continue to improve, influencing the overall performance of the company (Dz, 2008).

Employees who perform well are talented, qualified, highly motivated, and eager to work as part of a team. Motivation is an impulse that drives employees to improve their performance in order to realize and achieve the company's goals. Employee motivation is critical because it is what causes, distributes, and supports human behavior so that they want to work hard and enthusiastically to achieve optimal results. As a result, directing management has a significant impact on employee performance; if an organization or company lacks directing management, it will be difficult to achieve the desired goals. If the company runs directed management and directs employee performance, it will be easier for the company to achieve goals and carry out the vision and mission as desired (Irawati et al., 2021).

THEORETICAL FRAMEWORK

Definition Of Management

Understanding Management is the science and art of directing the process of effectively and efficiently utilizing human resources and other resources to achieve a specific goal. Management is both a science and an art in that it requires basic concepts of knowledge, the ability to analyze situations, conditions, and existing human resources, as well as the ability to think of the best way to carry out activities. interconnected in order to achieve goals In essence, all human activity is management. To manage here, an art is required, similar to how other people require work to achieve a common goal (Boris & Grundei, 2019).

Idarah defines management in Arabic. Idara is derived from the word "adartasy-syai'a." Management (English) is the same as tadbir, idara, siyasah, and qiyadah in Elias' Modern Discourse of English-Arabic. Tabdir is a masdar form of the verbs dabbara, yudabbiru, and tadbiran. So destiny is ordered, regulated, planned, prepared, and managed (Nasution, 2021).

According to Suyatma's Big Indonesian Dictionary, management is the effective use of resources to achieve goals. Management derives from the ancient French language and means "the art of managing and managing." Some argue that the term

"management" derives from the Italian word "control," whereas the concept of management does not yet have a universal meaning. According to some experts, some management concepts include (Riyadi, 2014):

- a. According to Mary Parker Follett, management is the art of getting other people's work done. This understanding can be interpreted as a manager's responsibility to regulate and direct others in order to achieve an organizational goal.
- b. Ricky W. Griffin defines management as the process of organizing, coordinating, planning, and controlling resources in order to achieve desired results. Goals can be met by planning ahead of time, and efficiency can be attained by staying organized and on schedule.
- c. Management, according to C. James A.F. Stoner, is a process of planning, leadership, organizing, and controlling. The existence of an effort by members of the organization to achieve the company's organizational goals
- d. Meanwhile, according to GR Terry, management is a process that consists of an action, organization, planning, and monitoring carried out to determine and achieve human resource goals.

There is coordination and supervision in management because it can be a reference in the work activities of other people or subordinates. So that management activities can achieve their goals in an efficient and effective manner and there is coordination in terms of organizational teamwork, they can be selected on time and satisfactorily. Management processes such as planning, organizing, and controlling existing resources such as human resources as well as a sense of motivation for employees so that there is a commitment within the employee that will allow the organization to achieve its goals. Thus, management can be integrated as a series of activities in various processes ranging from the process of effectively and efficiently planning, organizing, directing, motivating, and controlling people and work mechanisms within the organization (Lee & Raschke, 2016).

According to the various definitions above, management in a business entity, whether commercial, service, or industrial, not to mention banking services, is motivated by profit. Management must be done efficiently in order to generate a large

profit. Managers must have an efficiency mindset wherever they work, whether in business, industry, government, or social organizations. The distinction is in the methods used by the respective founders to achieve their objectives (Zunaidi & Natalina, 2021). As a result, management is very important in the banking world because it affects bank performance and public trust. The community requires good financial institutions that can be trusted to develop their funds, particularly banking institutions. Customers want their funds to be developed by obtaining maximum profits so that they feel safe with their funds when managed by trusted people (Sari, 2016).

Many people still have reservations about Islamic banking because they believe the banking system is free. Essentially, Islamic banks operate by implementing a profit-sharing system in which the capital owners who deposit their money with the bank are managed and the profits are divided equally. To meet the needs of the community, the principle of participation is combined with the principle of borrowing for financing (Trisanty, 2018).

Directing Management

Directing is a critical management function in the management process. Following the implementation of the plan, organization, and employees, the directing function is carried out. Make the implementation of programs that have been prepared to achieve organizational goals with the direction (directing). This function functions similarly to a car starter key, allowing a new car to be driven if the starter is activated. Similarly, the management process is only implemented after the directive function has been implemented. Directing can also be defined as an activity that combines the efforts of group members in order to achieve personal and group goals. If they are to achieve their objectives, all groups must perform a directive function. The process of achieving group goals can be started by using the directing function. Directing is also known as the most important directing function in management and is something that must be mastered during the management process (Berg, 2015).

According to some experts, the definition of direction (directing) is In addition to the explanation provided, several experts have expressed their views on what is meant by "directing," including:

- a. Siswanto contends that direction is an activity involving orders and suggestions.
- b. According to Amir, direction is used to motivate employees to do what needs to be done in order to achieve organizational goals. There are those who regulate, direct, motivate, impose sanctions, and so on.
- c. George R. Terry contends that leadership is a process in which members must move to work together sincerely and eagerly in order to achieve organizational goals in accordance with organizational planning.
- d. Direction, according to Saure and Dislainer, is an instruction to do something, an order from a leader to his subordinates in the form of instructions to do something.

Directing is defined as the desire to make other people follow their wishes by effectively and appropriately using their positional power for the long-term interests of the company. Among them is how to tell others what to do in various ways so that tasks can be completed properly .

To complete the task, all members of the group must have the necessary information. As a result, a group's plans must be communicated to its members in the form of official instructions and orders. Customs and a culture have an impact on all forms of direction. As for the tasks carried out, they are broken down into a series of tasks to be carried out and then into routine tasks, which are usually carried out cooperatively so that tasks can be completed and direction can be in the form of a routine task. In contrast, if a new task requires direction from a manager, The foundation for directing is employee participation, adequate communication, and strong leadership (Handoko, 1994).

There are several components to directing management, namely:

- a. Lead. Leadership is the process of an individual having an influence on others, providing enthusiasm, motivation, and activities aimed at achieving an organization's goals. If the leader is effective in carrying out his responsibilities, it has an impact on others (Hines, 2004). There are two (two) functions in leadership, namely: (1) task-related, namely functions related to problem-solving tasks, namely, if there is a misunderstanding in the organization and errors in providing

information to members (2) group maintenance, or functions related to the upkeep of social groups (Handoko, 1994).

- b. motivation. Motivation is a state in which a person induces certain behaviors in order to achieve a goal. Furthermore, motivation is an internal management concept that explains why people behave in certain ways in an organization. Motivation can come from both intrinsic and extrinsic sources. Intrinsic motivation is defined as behavior performed for its own sake. Motivation is what drives behavior, and motivation is derived from the work itself. A manager is typically intrinsically motivated because he derives satisfaction and accomplishment from carrying out organizational goals and gaining a competitive advantage. Having a task that is both interesting and difficult can lead to motivation.

While extrinsic behavior is defined as behavior performed in order to obtain a social reward or avoid punishment, the source of motivation is the result of the behavior rather than one's own behavior. As an example, suppose a lawyer is motivated by a high salary and the prestige associated with the position. In addition to intrinsic and extrinsic motivation, they are motivated to work for the organization in order to achieve results. The outcome is something that the organization obtains (Armstrong, 2000).

- c. Communication. Communication is the process of exchanging information between two or more people or groups in order to achieve mutual goals. According to John Ganet, communication is classified into four types (Abu-Arqoub & Alserhan, 2019): First, there is the process barrier. Every form of communication must be effective at every stage of the process. Communication will be slowed by the staggered steps. The physical barrier comes next. is communication through physical objects. Long distances and time zone differences, for example, complicate organizational communication. The semantic barrier is the third. is a barrier to verbal communication. Fourth, psychological barriers—these words are used to improve communication. Other communication barriers can be caused by psychological and social barriers.

Create a dynamic, healthy, and diverse work environment by maximizing the effectiveness and efficiency of optimal performance. The leader delegated the directive

function to his subordinates. The directive function corresponds to the leadership function. A briefing has the following characteristics:

Pervasive Function. That is, direction is given at different levels of the organization. Every manager gives his subordinates direction and inspiration. *Continuous Movement.* Throughout the life of the organization, directing is an ongoing activity. *Human aspects.* The directive function is concerned with subordinates and thus with human factors. Human factors are responsible for unpredictable and complex human behavior. *activities that are creative.* a directive function that aids in the execution of plans. A person can become inactive without this function, and physical resources become meaningless. *Executive Powers.* All managers and executives at all levels perform the directive function as long as they work in a company; subordinates receive instructions only from their superiors. *Functions delegated.* Directing should be a person-to-person activity. Superiors must understand that human behavior is unpredictable and natural in order to condition one's behavior toward the expected goals.

Many experts believe that the most important function in management is direction. Because it is the most important function, a leader should carry it out properly. A member is also like an ordinary human being who enjoys the attention of others if it helps them perform better (Masrul, 2018).

The directive function is a manager's leadership function that aims to maximize work effectiveness and efficiency while also creating a healthy, dynamic work environment. Individual factors in groups are fundamentally related to directing. Motivation and leadership, group work, and organizational communication.

RESEARCH METHODOLOGY

This is a qualitative study that employs descriptive analysis. Based on variable data obtained from specific subject groups, this analysis is used to provide a description or description of the research subject. The data collected is secondary data, or data that already exists. This study employs a literature review, which collects information from a variety of sources, including books, scientific articles, official websites, and data reports on the object under study. The collected data will be recorded, read, and

processed to help answer the research questions. The collected data will be analyzed using existing literature from scientific books or articles.

RESULT AND DISCUSSION

Management directs efforts toward improving employee performance.

The term "performance" is derived from the words "job performance" or "actual performance," which both mean work performance or something obtained by someone. An employee performs his duties in accordance with the responsibilities that have been assigned to him. Based on this understanding, it is concluded that the concept of "performance" refers to the work done by an employee in accordance with predetermined standards (Alam, 2017).

Furthermore, performance is the achievement of organizational goals, which can take the form of quantitative and qualitative output, creativity, flexibility, reliability, or other things that the organization may desire. Performance can be prioritized in the short or long term and at the individual, group, or organizational level. Individual performance contributes to group performance, which in turn contributes to organizational performance. Management assists in the creation of positive synergies, which means that the whole is greater than the sum of its parts in highly effective organizations. At any level, no single criterion measure accurately reflects performance (Suprihati, 2014).

Performance is a condition that demonstrates an employee's ability to carry out tasks in accordance with standards established by the organization for employees based on their job descriptions. Another definition of performance conveyed by Kartono is the ability to carry out tasks and achieve the standard of success that the agency has determined for employees based on the job that is assigned to each employee.

Employee performance is the outcome of the work obtained by employees in terms of quality and quantity. The obtained performance achievement can be measured by basing the achievement on certain assessment standards established by the company. Companies must know their employees' performance in each period so that information on the results obtained, both the quality and quantity of output, and the outcome of each

employee are known. argues that performance is a person's level of success as measured over a number of time periods.

Employees are critical components of human resources for the company. Employee performance contributes to the overall success of the company. If a company has high-quality human resources, its overall performance will improve. In practice, the company needs data on employee performance. The data can be used for a variety of purposes, including salary increases, promotion requirements, transfers, and controlling any deviations that may occur.

Performance is the result of work completed by an individual that is tailored to the individual's role or task in a company at a specific time period and is associated with a monetary value or a specific standard of the company where the individual works. The result of an employee's work in quality and quantity in carrying out tasks in accordance with the responsibilities assigned to him is referred to as "performance." Individual employees' performance is the result of their work, and the quality and quantity can be measured in relation to the burdens and responsibilities assigned to them by the company. criteria that are commonly used in performance evaluation. Quality, quantity, time spent, position held, absenteeism, and safety in carrying out work duties are just a few examples.

Employee performance indicators are the outcomes of employee work in terms of quality, quantity, working time, and cooperation to achieve the organization's goals. There are four aspects of performance to consider: Quality, describes the number of errors, time, and consistency with which tasks are completed. Quantity refers to the number of products or services that can be produced. Working time, which will explain the number of absences, delays, and work periods served by the individual employee Cooperation, Explaining how individuals help or hinder their coworkers' efforts The purpose of measuring company performance activities is to estimate how activity performance and final results are achieved (Daulay et al., 2019).

The most important and dominant management function in the management process is directing. This function can be implemented only after the plan, organization, and employees have been established. When this function is activated, the management process for achieving the goals begins. Because employees cannot be fully mastered,

implementing this function is extremely difficult, complicated, and complex. Employees are living beings with thoughts, feelings, self-esteem, ideals, and so on. Directing is making the decisions, plans, and programs that have been prepared in advance to achieve the group's goals.

Work implementation and tool use, no matter how sophisticated or dependable, are only possible if employees (humans) take an active role in carrying them out. This direction's function is analogous to that of a car's starter key, in that the car can only run if the starter key performs its function. Similarly, the management process is only implemented after the directive function has been implemented. Malay S.P. Hasibuan defined this directive function in his book, stating that "Direction is directing all employees to be willing to work together and work effectively in achieving company goals."

Managers must supervise and coordinate the work of employees once they are hired and placed in an organization so that organizational goals can be pursued and met. In management, this is the function of leadership. It is an important function because it involves people within the organization. However, because it involves people, this function is also quite difficult. Understanding attitudes, behaviors, personalities, motivations, and so on is essential for effective people management. Furthermore, an effective and efficient communication chain is required.

CONCLUSION

Directing is a critical management function in the management process. Following the implementation of the plan, organization, and employees, the directing function is carried out. Make the implementation of programs that have been prepared to achieve organizational goals with the direction (directing). Leading, motivation, communication, and psychological barriers are the four components of directing.

Pervasive function, continuous activity, human factor, creative activity, executive function, and delegated function are the six characteristics of directing. Meanwhile, in carrying out this directing function, managers communicate with subordinates by explaining their respective plans and tasks, as well as directing and

motivating them to put forth maximum effort in achieving organizational goals. Managers must make every effort to make their subordinates productive, effective, and efficient.

There are several ways for leaders to provide direction to their members or subordinates when implementing the directive function. These methods include: Orientation to the tasks to be completed, General and specific instructions, Commands, Influencing members, Delegating authority, and Motivating. Furthermore, there are various types of obstacles that result in the direction (directing) that has been given not going as desired, some of which include: leadership, human behavior, human relations, and communication.

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