

Implementation of Human Resource Management in Improving Employee Performance of PT. Ranugas Berkah Persada Samarinda

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Abstract

This study analyzes the implementation of Islamic value-based human resource management (HRM) at PT. Ranugas Berkah Persada Samarinda and its impact on employee performance. Islamic values, such as *Siddiq* (honesty), *Amanah* (trustworthiness), *Fathonah* (intelligence), and *Tabligh* (good communication), are applied in the recruitment process, training, and performance evaluation. This study uses a qualitative approach with a case study method. Primary data were obtained through in-depth interviews with directors and employees, as well as direct observation, while secondary data in the form of internal company documents were analyzed to strengthen the research results. The results showed an increase in operational productivity by 15%, job satisfaction reached 85%, and a decrease in turnover rate to 5%. These findings confirm that Islamic value-based HRM contributes to creating a productive, harmonious, and sustainable work environment. This study also provides strategic recommendations for similar companies to adopt Islamic values as the basis for human resource management.

Keywords: Human Resource Management, Islamic Values, Employee Performance

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INTRODUCTION

Human resource management is a crucial element in supporting the sustainability and success of an organization. From an Islamic perspective, human resource management is not only related to technical workforce management but also involves moral and spiritual aspects that aim to create harmony between organizational needs and Islamic values. Islamic value-based management can have a significant impact on employee efficiency and loyalty in various industrial sectors (Fitria & Usman, 2021). The development of an employee motivation index that integrates McClelland's theory and Maqasid Shariah can improve employee performance and welfare in Islamic organizations (Abdullah & Gurin, 2023).

Internalization of Sharia values in organizational culture plays an important role in shaping employee behavior by Islamic principles, thereby increasing operational efficiency (Akbar & Sularno, 2023).

PT. Ranugas Berkah Persada Samarinda, as one of the LPG distribution agents, faces challenges in managing the workforce to achieve operational efficiency, increase customer satisfaction, and maintain competitive advantage amidst competition in the energy industry. LPG distribution is a strategic sector that has a major contribution to the economy and public welfare. The role of LPG agents such as PT. Ranugas is not only limited to commercial aspects but is also closely related to social responsibility, especially in providing safe and affordable energy. Therefore, human resource management in this sector requires a holistic approach, including aspects of technical competence, regulatory compliance, and internalization of Islamic values in every managerial process. Previous studies have shown the importance of implementing Islamic values in human resource management. Chusna (2017) examined the implementation of Islamic human resource management in the small business sector and found that recruitment processes based on religious values, structured training, and development based on Islamic values contributed to improved employee performance. Islamic values, such as *siddiq*, *amanah*, *fathonah*, and *tabligh*, not only create harmony in the organization but also increase operational efficiency (Hardityo & Fahrullah, 2021).

Islamic values such as *siddiq* and *amanah* increase productivity by creating harmony in the workplace (Riyanto, 2020). Islamic value-based human resource management aims to create a balance between organizational needs and employee spirituality, supporting business sustainability (Meilana, 2020). Fachrunnisa's (2017) study highlighted that a consistently implemented Islamic work culture can increase positive work behavior, while Meilana (2020) emphasized the importance of Islamic value-based competencies in Islamic banking operations. Although these findings are relevant, the focus of the study on the manufacturing and service sectors indicates a gap in the study in the energy distribution sector such as LPG. This research gap provides an opportunity to explore how Islamic value-based human resource management can be implemented effectively in the energy distribution sector. PT. Ranugas Berkah Persada Samarinda, as a case study, offers a unique context given its complex operational nature, involving aspects of logistics, regulations, and customer needs. This raises the research question: how can the implementation of Islamic value-based human resource management improve employee performance at PT? Ranugas Berkah Persada Samarinda?

This study aims to analyze the implementation of human resource management at PT. Ranugas, including recruitment, training, development, and compensation strategies. Furthermore, this study will explore how Islamic values, such as *siddiq* (honest), *amanah* (trustworthy), *fathonah* (intelligent), and *tabligh* (conveying), are integrated into the managerial process to support improved employee performance. In this approach, employee performance is not only measured from the aspect of productivity but also from the conformity of behavior with Islamic values. Islamic work ethics, such as integrity and responsibility, have a significant influence on employee job satisfaction, which ultimately increases organizational productivity (Rahmawati & Junaidi, 2023).

The research method used is a qualitative approach, with data collection techniques through in-depth interviews, observations, and document analysis. The data collected will be analyzed using a thematic approach to identify patterns and main themes related to the implementation of human resource management at PT. Ranugas. This study refers to the theoretical framework of Hasibuan (2006) which emphasizes the importance of human resources as a strategic asset of the organization. This study is expected to provide contributions both theoretically and practically. Theoretically, this study complements the existing literature with a focus on the energy distribution sector which has not been widely studied. Practically, this study is expected to guide similar companies in managing human resources effectively, based on Islamic values, to improve operational efficiency and business sustainability. Thus, this study not only contributes to the development of Islamic human resource management science but also to managerial practices in the strategic energy distribution sector.

Human resource management from an Islamic perspective emphasizes the balance between organizational needs and employee spirituality, which can increase productivity and loyalty (Budiman, 2018). Human resource management (HRM) is a strategic approach that emphasizes comprehensive workforce management, including competence, morality, and spirituality to support organizational success. HRM not only focuses on increasing productivity but also on building employee character and integrity. The application of Islamic values in HRM creates a balance between employee moral development and organizational success (Mulyana & Ramdhani, 2022). According to Hasibuan (2006), humans in an organization are strategic assets that must be managed optimally to achieve organizational goals. The implementation of effective HRM has been shown to improve employee performance in the home industry, as shown in the case study of the Home Industry Sandal Bandol (Nadya, 2022).

Humans are strategic assets in an organization. This theory emphasizes the importance of investing in education, training, and health to increase organizational productivity and competitiveness. In the context of Islamic value-based human resource management, this theory is relevant because it not only focuses on the development of technical skills but also on the formation of moral and spiritual values that are by Islamic principles. By integrating Islamic values such as *siddiq*, *amanah*, *fathonah*, and *tabligh*, organizations can create a productive workforce with high integrity. (Schultz, 1961). The implementation of Islamic MSDI not only increases productivity, but also strengthens employee loyalty and engagement (Fachrunnisa, Adhiatma, & Mutamimah, 2014). The Islamic perspective expands this concept by placing Islamic values such as *siddiq* (honesty), *amanah* (trustworthiness), *fathonah* (intelligence), and *tabligh* (good communication) as the basis for human resource management (Veithzal, 2012). The Islamic MSDI approach aims to create a balance between human relations with Allah (*hablum minallah*), fellow human beings (*hablum minannas*), and the environment (*hablum minal alam*). Thus, every managerial process, such as recruitment, training, development, and compensation, is designed to improve employee welfare, both materially and spiritually. Islamic job training has been proven to improve operational efficiency in Sharia-based companies (Pratama & Nugraha, 2021) As a grand theory, this study

uses the Human Capital Theory by Schultz (1961) which states that humans are strategic assets that need to be developed to increase organizational productivity and competitiveness. This theory is relevant in the context of Islamic MSDI because it combines employee competency development with the formation of moral and spiritual values that are by Islamic principles. Human Capital Theory states that investment in education, training, and health of the workforce can increase employee productivity in the long term. Within the framework of Islamic MSDI, this investment is not only oriented towards economic results but also towards the formation of Islamic work ethics that contribute to the sustainability of the organization.

This framework integrates three main elements, namely input, process, and output. The first stage is input, which involves Islamic values (*siddiq, amanah, fathonah, tabligh*) as the foundation of MSDI strategies, such as recruitment, training, development, and compensation. These values ensure that employees not only have technical competence but also work behaviors that are by Islamic principles. The second stage is the process, which is the implementation of MSDI in the company's operations. At this stage, Islamic values are applied in every aspect of management, from employee selection to management of work relations. This process is designed to create a harmonious work environment, support employee satisfaction, and increase commitment to organizational goals. The last stage is output, which is measured through employee performance. This output includes productivity, job satisfaction, and work behavior that reflects Islamic values. With a consistent approach, the implementation of Islamic MSDI is expected to improve the efficiency and effectiveness of the company's operations. This research framework provides a comprehensive approach to understanding the integration of Islamic values in MSDI and its impact on employee performance. This approach also provides practical recommendations for companies in the energy distribution sector to improve business sustainability. Thus, this research is not only theoretically relevant but also has significant practical implications in supporting the success of Islamic value-based organizations.

METHODOLOGY

This research method refers to the thematic approach as proposed by Braun and Clarke (2006), which involves data coding, categorization, and thematic pattern analysis. This is in line with Yin's (2018) case study approach, which allows for in-depth exploration of phenomena in specific contexts. This study uses a qualitative approach, with primary and secondary data as the main sources. Primary data were obtained through in-depth interviews with employees and managers of PT. Ranugas Berkah Persada Samarinda. The interview technique was chosen because it allows for in-depth information about their experiences, perceptions, and practices in implementing Islamic value-based human resource management (Creswell, 2014). Integration of Islamic values into the training process allows for an overall increase in employee competency (Anwar & Sa'diyah, 2020)

In addition to interviews, direct observations were conducted to understand the implementation of Islamic values in daily operations, including work interactions and managerial practices. This primary data is supplemented with

secondary data that includes internal company documents such as work guidelines, employee performance evaluation reports, and policies related to human resource management. Secondary data were also obtained from relevant academic literature to provide theoretical and contextual support for the research findings. This study uses a qualitative descriptive method with a case study approach (Yin, 2018). This approach was chosen because it allows for in-depth exploration of complex phenomena in a specific context. Data collection techniques used include.

In-depth Interviews: Interviews were conducted with managers, supervisors, and employees of PT. Ranugas Berkah Persada Samarinda. These interviews were designed to explore their views on the application of Islamic values in human resource management and their impact on performance. This technique was chosen because it can capture nuances and details that cannot be expressed through other methods (Creswell, 2014). **Direct Observation:** Observation was used to validate interview data and to understand managerial practices and work interactions directly. This technique helps identify gaps between MSDI policies and their implementation in the field (Patton, 2002). **Document Analysis:** Internal company documents, such as evaluation reports and MSDI policies, were analyzed to understand the Islamic MSDI strategy implemented in the company. Document analysis also helps in data triangulation, increasing the validity of the research findings.

The data were analyzed using a thematic approach, as proposed by Braun and Clarke (2006). This approach involves several stages, namely. **Initial Coding:** Identification of initial patterns and themes from data obtained through interviews, observations, and document analysis. **Categorization:** Grouping data based on key themes such as the implementation of Islamic values, the effectiveness of MSDI, and its impact on employee performance. **Conclusion Drawing:** Integrating findings from various data sources to comprehensively answer the research questions. Data triangulation was applied to increase the validity and reliability of research findings (Patton, 2002). By combining interviews, observations, and document analysis, this study can provide a holistic picture of the implementation of Islamic value-based MSDI at PT. Ranugas Berkah Persada Samarinda. This methodology is designed to provide research results that are not only academically relevant but also useful for managerial practices in the energy distribution sector. It is hoped that this will provide a significant contribution to other companies wishing to adopt Islamic values in their human resource management.

RESULT AND DISCUSSION

Islamic Values in Human Resource Management

The results of the interview with the director of PT. Ranugas showed that the company consistently uses Islamic values as a managerial foundation. The director explained: "*We believe that principles such as siddiq, amanah, fathonah, and tabligh are guidelines that not only strengthen relationships between employees but also build customer trust in us.*" Direct observation showed that these values were reflected in the daily work culture. For example, in LPG distribution operations, employees are always asked to provide accurate and honest reports to managers regarding shipments, reflecting the application of the *siddiq* (honesty) value. One employee said that the

trust given by the company made them feel more responsible, indicating the internalization of the *amanah* value. These Islamic values are also applied in communication between management and employees. The open and mutually supportive communication process shows that the company has succeeded in implementing the *tabligh* value, where messages and instructions are delivered clearly and transparently. The *amanah* value increases employee responsibility in completing tasks with discipline (Harahap, 2016).

Recruitment and Training Strategy Based on Islamic Values

The interview results show that recruitment at PT. Ranugas does not only focus on technical competence but also assesses the character of prospective employees through in-depth interviews. The director mentioned that they use case study-based questions to assess candidates' honesty, responsibility, and ability to make decisions by Islamic values. "*During the selection process, I was asked to explain how I would solve the problem of late LPG delivery. This question helped me understand that the company does not only focus on results but also on how to achieve them.*"

In addition to recruitment, Islamic value-based training is conducted periodically to improve employee competence. This training not only covers technical aspects but also teaches how to work with Islamic ethics. One internal document shows that the company holds training every six months, covering topics such as Islamic-based time management and the importance of honesty in work reports.

The Impact of MSDI on Employee Performance

The implementation of Islamic value-based MSDI has a positive impact on employee performance. Based on interviews and internal documents, several indicators show improved performance:

1. **Operational Productivity:** Interviews with directors showed that LPG distribution time to customers was reduced by 15% compared to the previous year. This is associated with increased work efficiency and employee discipline.
2. **Employee Satisfaction:** The results of the company's internal survey in 2023 showed that 85% of employees were satisfied with their work environment. This is supported by interviews stating that a fair and Islamic value-based work culture provides a sense of comfort and motivation to work better.
3. **Employee Retention:** The employee retention rate has increased over the past three years. The director stated that only 5% of employees resigned in 2023, compared to 12% in 2020.

The results of this study indicate that the implementation of Islamic value-based human resource management (HRM) at PT. Ranugas Berkah Persada Samarinda provides a significant contribution to building productive and integrated employee performance. Islamic values such as *siddiq*, *amanah*, *fathonah*, and *tabligh* have proven to be the main foundation for creating a harmonious work culture and supporting the sustainability of the company's business. In this discussion, the research findings are linked to previous theories and literature to clarify their implications.

Implementation of Islamic Values in HRM

This study found that Islamic values are the main principles applied in various aspects of human resource management at PT. Ranugas. The value of *siddiq* (honesty) is applied in accurate communication and work reporting, while *amanah* (responsibility) is seen in the trust given to employees to carry out their duties without excessive supervision. The implementation of these values not only creates order in daily operations but also builds a working relationship of mutual trust between management and employees. This is in line with the findings of Fachrunnisa (2017), which states that Islamic work culture can increase employee loyalty and engagement, thus supporting long-term productivity. The Director of PT. Ranugas also emphasized the importance of *tabligh* values (good communication) in ensuring that each employee clearly understands their responsibilities. This effective communication creates an open work environment, where employees feel comfortable providing input and seeking help if they face difficulties. Thus, Islamic values are not only applied as ethical guidelines but also as a managerial strategy to improve collaboration and operational efficiency.

The recruitment process at PT. Ranugas focuses on the suitability of the candidate's character with the company's Islamic values. The selection process not only prioritizes technical competence but also tests the integrity and morality of prospective employees through case study-based interviews. This approach supports the Human Capital theory (Schultz, 1961), which emphasizes the importance of investing in individuals who are not only technically competent but also have strong moral values. Islamic value-based training is also one of the strategies that has been successfully implemented at PT. Ranugas. This training program not only focuses on developing technical skills but also builds employee understanding of the importance of working according to Islamic values. This training helps create a balance between technical skills and work ethics, which ultimately improves individual and team performance. An employee stated that the training provided made them feel valued as individuals, not just as workers. This shows that an Islamic value-based training approach can increase employee ownership and motivation, which supports Meilana's (2020) research on the importance of developing competencies based on ethical values for operational efficiency. Islamic value-based training can create a balance between technical skills and work ethics, which increases employee motivation (Rahayu & Cahyono, 2018)

Impact of Islamic MSDI on Employee Performance

The implementation of Islamic value-based MSDI at PT. Ranugas shows a significant positive impact on employee performance. One indicator is an increase in operational productivity, such as a reduction in LPG distribution time by 15% compared to the previous year. This efficiency reflects that Islamic values such as *amanah* and *fathonah* help create responsible and intelligent work behavior in completing tasks. In addition to productivity, job satisfaction has also increased, as evidenced by an internal company survey that showed 85% of employees were satisfied with their work environment. This satisfaction not only reflects the company's success in creating a fair and harmonious work culture but also shows that employees feel supported morally and professionally. The increased employee

retention over the past three years is also evidence of the success of Islamic MSDI. The decrease in employee turnover rates shows that this approach can create a strong bond between employees and the company. This finding supports the study by Hidayat (2020), which found that the application of Islamic values in MSDI can increase employee loyalty, even in industries with high levels of pressure.

This study provides empirical evidence that Islamic MSDI can be an effective approach to improving employee performance and supporting business sustainability, especially in the energy distribution sector such as PT. Ranugas. Islamic values applied in recruitment, training, and daily management have been proven to create a conducive work environment for individual and organizational growth. In addition, this study extends the study of Islamic MSDI to the energy distribution sector, which has previously received little attention in the literature. By providing a successful implementation model, this study can serve as a reference for other companies wishing to adopt a similar approach. Thus, this study not only contributes to the development of Islamic MSDI theory but also provides practical recommendations for other companies wishing to improve their employee performance through the integration of Islamic values into managerial practices. The success of PT. Ranugas can be an inspiration for other sectors to adopt the same approach, thereby creating an organization with integrity, productivity, and sustainability.

CONCLUSION

This study highlights the importance of implementing Islamic value-based human resource management (HRM) at PT. Ranugas Berkah Persada Samarinda and its impact on employee performance. Based on the results of the study, it can be concluded that Islamic values, such as *siddiq* (honesty), *amanah* (trustworthiness), *fathonah* (intelligence), and *tabligh* (good communication), are effectively integrated into the company's management strategy, including the recruitment process, training, and employee management. These values are not only ethical guidelines, but also managerial strategies that can increase employee productivity, job satisfaction, and loyalty. The implementation of Islamic MSDI has had a significant impact on employee performance, as seen by the increase in operational productivity by 15%, job satisfaction reaching 85%, and a decrease in employee turnover to 5% in the last year. These findings confirm that the Islamic MSDI approach is not only relevant for the Islamic finance sector but also effective for the energy distribution sector such as PT. Ranugas. The implementation of Islamic MSDI has a significant impact on employee retention and operational efficiency of the company (Pakpahan, 2014) Overall, this study provides evidence that Islamic MSDI can be a strategic solution to manage human resources holistically, creating a balance between organizational needs and employee welfare. The integration of Islamic values in MSDI not only supports business sustainability but also creates a harmonious work environment that is oriented towards individual and organizational growth.

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