



**AL RAZ MUSLIM FASHION PRODUCTION MANAGEMENT
STRATEGY IN FACING BUSINESS CHALLENGES DURING THE
COVID 19 PANDEMIC ISLAMIC ECONOMIC PERSPECTIVE**

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Abstract

The COVID-19 pandemic is a deadly virus that has spread to almost every corner of the world. This makes all daily activities paralyzed, especially from an economic point of view, especially in the field of fashion. So it becomes a big challenge for the business world in dealing with economic conditions. Likewise with the Muslim fashion manufacturer Al Raz. How to face challenges in managing production during the Covid19 pandemic from 2020 until 2021. So this research is important to find out the production strategy in surviving the Covid19 pandemic and whether it is in accordance with Islamic law. The type of research used is a qualitative descriptive approach with primary and secondary data sources. The data collection technique is by interview and literature study while the research analysis is qualitative. From the results of the study it was concluded that Al Raz is not in accordance with Islamic law because the production results have transparent body parts. The workforce factor is applied by empowering residents around the work location, prioritizing spiritual values, and providing skills training to employees. The capital factor will also have an influence on profit, the profit presentation from Al Raz takes 25% of total production. The raw material factor is applied in the form of selecting halal raw materials. Organizational factors are not well coordinated, still in the family sphere. However, in carrying out cooperation both in terms of capital and the acquisition of raw materials is not in accordance with Islamic teachings. This condition can be demonstrated by cooperation using conventional banks and the wage system has not used the wage system in Islam.

Keywords: *Production Management, Islamic Perspective, Production Strategy*

INTRODUCTION

Production can be interpreted as an effort to create or increase the economic benefits of an object with the aim of meeting human needs. While people, business entities or organizations that produce goods and services are called producers. The body used in the production process is called input or production factor, while the

product it produces is called output or product. At this time, there is often a shortage of basic goods in the market, especially during major holidays, making producers or traders deliberately hoard goods so that the price can increase at that time. Often the producers commit violations in the production process. On the one hand, after the production process runs well, the company must also take good care of it as well, considering that maintaining is more difficult than when setting up. Thus the process and activities of the product¹ as the kitchen of the company need to be studied carefully and earnestly so that a company has a solid production division and can be trusted as the backbone of the company's life. In this case, the development of Muslim fashion products based on the Islamic perspective of Muslim fashion manufacturer AL Raz which is a Muslim fashion business that is classified as an MSME and produces its own from product creation to packaging. In addition, it sees a product development strategy in the product design² of Muslim fashion manufacturer Al Raz in following Muslim fashion trends and also provisions in the development of Muslim fashion products according to Shari'at Islam in Al Raz. Apart from the research topic, the selection of a place to research on Al Raz because the Muslim fashion business when viewed in *online* sales is quite well known through social media Instagram and the web besides that offline sales in the market attract many consumers from among young people. In addition, during the Covid19 pandemic, Muslim fashion manufacturer Al Raz was able to survive with its business model. Even though many companies have gone bankrupt due to the pandemic. So that researchers are interested in how the production management strategy is applied so that during the Covid19 pandemic it is still able to survive. And whether the strategy implemented is in accordance with the perspective of the Islamic economy.³

¹ Yesi Aspita' and Weni Nelmira, "PRODUCTION MANAGEMENT OF COMPUTER EMBROIDERY BUSINESS IN NAGARI AMPANG GADANG DISTRICT IV ANGKEK AGAM REGENCY WEST SUMATRA," n.d.

² Maulana Arief Rachman Hakim, "MANAGEMENT STRATEGY FOR THE PRODUCTION OF WEAPONS TYPE XX PT. ABC IN RESPONSE TO FLUCTUATING DEMAND," *Alliance : Journal of Management and Business* 13, no. 2 (September 5, 2020): 29–40, <https://doi.org/10.46975/aliansi.v13i2.21>.

³ Novianto Puji Raharjo and Mohammad Rofiuddin, "Digital Marketing Strategy in Micro, Small and Medium Enterprises in Bringin Village, Tuban Regency" 6, no. 2 (2022).

RESEARCH METHODS

This research uses a qualitative descriptive approach that has the main objective is to understand (*to understand*) social phenomena or symptoms by focusing more on a complete picture of the phenomenon being studied rather than detailing it into interrelated variables. The approach that the compilers used in this study is a normative approach that views religion in terms of its teachings. Such as using the nash-nash of the Qur'an and Hadith and other sources that can be used as a basis for discussion, so that a conclusion can be reached that a person is true or not contrary to Islamic law. The data collection technique uses observation, interviews and direct documentation with the object studied in this case the business of the Muslim fashion manufacturer Al Raz.⁴⁵

RESULTS AND DISCUSSION

Based on the results of the study after the researcher made observations, interviews and documentation with the business owner of the Muslim fashion manufacturer Al Raz, it was found that in the production management strategy in facing business challenges during the Covid19 pandemic there were 4 steps of work in the production of Muslim clothing, namely: Design and Pattern Making, Fabric Cutting, Sewing and Breakthrough and Packaging Processes.⁶

Design and Pattern Making: Muslim Fashion Manufacturer Al Raz has 4 workers in this section, by equipping employees with trainings in improving the quality of human resources so that the design is always contemporary to be able to compete in the local and international markets. The salary given by Al Raz is given in accordance with the employment contract agreement based on the minimum UMR limit for the Probolinggo region.⁷

⁴Mohammad Rofiuddin, "Online Purchase Decision Analysis on Pesantren.blogspot.com Department Store Sites," *Wasilatuna: Journal of Islamic Communication and Broadcasting* 1, no. 1 (September 30, 2018): 31–59, <https://doi.org/10.38073/wasilatuna.v1i1.95>.

⁵ Fifit Fitriansyah, "The Effect of Mass Communication on Audiences (Descriptive Study of the Use of Social Media in Shaping Adolescent Behavior)," *Journal of Humanities* 18, no. 2 (2018): 8.

⁶ Zefanya Martiono and Ji Siwalankerto, "BUSINESS DEVELOPMENT STRATEGY FOR BABY CLOTHING PRODUCTION IN UD. SAI RAM IN SURABAYA" 3, no. 2 (2015).

⁷ Aspita' and Nelmira, "PRODUCTION MANAGEMENT OF COMPUTER EMBROIDERY BUSINESS IN NAGARI AMPANG GADANG DISTRICT IV ANGKEK AGAM REGENCY WEST SUMATRA."

Fabric Cutting: In this section Al Raz also has 4 workers with the process of cutting the fabric according to a pattern determined into several parts, namely the front body, back, hands, pockets and collar.

Suturing and Overhaul Process : In this part of the work Al Raz has 15 workers. The salary system is carried out on a weekly system while overtime is not certain because it is calculated per hour according to the amount of work can be every day. The process for goods to become clothes from sewing inspect, ensures that the stitches are up to standard or not. After being inserted into UC, continue the embroidery process and button installation after which the thread removal process.

Packaging : In this section Al Raz has 11 workers with a monthly Salary system. In addition to packaging, this part is also in charge of *quality control* to ensure that the product is not defective. So as to be able to produce the *best quality products*. Meanwhile, in improving the quality and readiness of Al Raz in facing challenges and business competition in the local and national markets during the Covid19 pandemic, there are 3 important factors that are applied:

1. Labor Factors

One of the factors of production that plays a very important role is the labor element, which is a factor of human production that directly or indirectly carries out a production activity. Through an effective workforce requires Al Raz Store to find the best way to utilize the people in its company environment so that the desired goals can be achieved, there needs to be the following standards:⁸

Human Resources (HR) :

- 1. Training:** For the procurement of training to employees, Toko Al Raz provides daily training. such as *Fundamental skills* training so that recruited employees are able to provide reciprocity to Al Raz Store. The training provided is not only to improve the expertise of employees, but also the quality of the products provided to consumers. As is the case in the book *Human Resource*

⁸ Firman Jaya and T Munzir, "EMPLOYEE PERFORMANCE MANAGEMENT AT PT. BATAM DIMENSION AMBASSADOR," n.d.

Management, it is stated that there are several reasons why exercises should be carried out or become a very important part of human resource management activities, among which are 1. Newly hired employees often do not understand correctly how to do the work. Changes in the work environment and workforce. Changes in the workforce such as the increasing diversity of workers who have different backgrounds of expertise, values, and attitudes that require training to comfort their attitudes and behaviors towards work. 2. Increase the competitiveness of the company and improve productivity. As understood at this time, the competitiveness of the company can no longer rely solely on assets in the form of capital owned because capital is no longer a lasting competitive force, and human resources are the most important element to increase competitiveness because human resources are the main determining aspect of lasting competitiveness. 3. Comply with existing regulations, such as work implementation standards issued by industry associations and governments, to ensure production quality or occupational safety and health⁹¹⁰.

1. Meeting : This meeting is related to directions in carrying out production procedures related to health. As well as maintaining cleanliness, so that the products produced are maintained quality and cleanliness.
2. Environmental Empowerment: In this case Al Raz is able to implement the empowerment of the surrounding environment. Such as improving the quality of surrounding human resources. As well as employees who work are local residents with the hope of being able to increase the economic capacity of the community around Al Raz.¹¹
3. Maintaining Physical and Spiritual Balance: In addition, the

⁹Nasrullah Nursam, "Performance Management," *Manage: Journal of Islamic Education Management* 2, no. 2 (October 25, 2017), <https://doi.org/10.24256/kelola.v2i2.438>.

¹⁰ Eri Susan, "HUMAN RESOURCE MANAGEMENT" 9, no. 2 (2019).

¹¹ Jonmaianto Sihombing, "ANALYSIS OF THE APPLICATION OF PERFORMANCE MANAGEMENT TO EMPLOYEE PERFORMANCE EVALUATION," n.d.

application in the balance of the relationship between man and Allah Swt is not ignored, just as in carrying out production always requires prayer. The ideal solution to physical and spiritual conflicts in man is to balance the two. Because, on the one hand, man needs the fulfillment of physical needs within the limits allowed by Islamic law, and on the other hand man is required to meet spiritual needs. The Qur'an shows the need to realize balance, as Allah Swt said:

It means: "And seek what Allah has given you, and do not forget your share of the worldly."

In this sense, the Messenger of Allah Saw, said "It is not as good as you who work for his world only without the hereafter, nor is he the one who works for his afterlife and leaves his world. And truly you are the one who works for this (the hereafter) and this (the world).¹²

Employee Salary: In providing salaries to employees, the salary given according to the agreement and the nominal is equated to the salary of employees in general in the Probolinggo area. The compensation system for tailors and embroiders is given with a wholesale system, while for staff and senior management, there is the lowest level of payroll level already close to the UMR, and the average is above the UMR. For management employees and finishing fixed salaries and there are gifts in the form of benefits, there are stages of the career ladder, where when the employee is to be recruited, he is first placed in the finishing position, because with this position the employee can be more sensitive to his work (turn over management is very high because the stock position of goods is finishing). According to Ibn Khaldun quoted by Adiwarmān Karim on the provision of salaries or wages, he argued that if salaries are too low, the market will be sluggish and production will not increase, and if salaries are too high there will be inflationary pressures and producers lose interest in working.¹³¹⁴

¹² Susan, "HUMAN RESOURCE MANAGEMENT."

¹³Setiyo Utomo, "ANALYSIS OF THE EFFECT OF SALARY AND WELFARE BENEFITS ON THE WORK PRODUCTIVITY OF EMPLOYEES OF THE OPERATION DEPARTMENT OF PT. EXPORT LEAF INDONESIA.," *PARAMETER* 4, NO. 1 (February 1, 2019), <https://doi.org/10.37751/parameter.v4i1.27>.

¹⁴ Jaya and Munzir, "EMPLOYEE PERFORMANCE MANAGEMENT AT PT. BATAM

Production starts on Monday to Friday from 08.00 to 17.00 WIB, so Toko Al Raz develops religiosity in the company environment, starting from weekly and monthly recitations by bringing in speakers from various countries, this is already a routine obligation that must be followed by the workers involved. The provision of training and development which is one of the facilities provided by the company to its employees, so that the company hopes not only for the purpose of improving skills for workers, but also aims to satisfy the quality of quality for consumers, this is the goal for the company rather than being serious in managing its business. It can be seen that in the application of the wage system Al Raz has not used the wage system in Islam. Because in providing a salary, it is not based on profit but rather a nominal benchmark of the territory. As explained in the Islamic concept recognizes that the relationship of the worker with the employer is a partnership relationship in a production. The Islamic view emphasizes that workers are entitled to wages according to their contribution, while employers are also entitled to receive profits according to the proportion of capital.

Social Security: the company also provides other facilities including health insurance with the registration of employees with the health insurance (inpatient and outpatient) who have been registered in bumi putera insurance for 78 employees, the compensation obtained when death occurs in the form of money worth Rp. 50 million, and when sick the money earned for health costs is Rp. 825,000 (tailor), for the management staff part worth Rp. 1.2 million, in addition to the provision of cooperative facilities, the provision of comfortable environmental facilities with and healthy company policies, such as in the form of concern for religion.

1. **Capital Factor**

Source of Business Loan Acquisition : Regarding the capital factor Toko Al Raz said absolute capital must be present in doing business. However, the capital used by each businessman is different according to the business being run. Al Raz's shop in producing Muslim fashion has experienced ups and

downs. The capital used by Toko Al Raz is capital that cooperates with conventional banks. Where in the repayment of the loan there is interest. As in the Islamic production process loans using bank interest are prohibited in Islam. This is because it can burden loan repayments when the business run by the capital borrower goes bankrupt. If you look at it with the cost analysis of the interest system with a profit sharing system, it will be more profitable to use a profit sharing system. Because the fixed cost profit sharing system¹⁵ is not affected, but affects *total revenue*. Meanwhile, using the interest system will affect *fixed costs* and *total costs*. Capital will also have an influence on profit generation. The presentation of profits on the part of Toko Al Raz took 25% of the total production. Unlike the case with agents, because in obtaining profits, freedom is given. In a sense, the Al Raz Store does not provide a standard benchmark for profit. The Word of Allah Swt in QS. an-Nisa 4:29 allows every individual to conduct business lawfully and agree no matter what price has been agreed and must not have anything with a vanity path, such as usury and stealing (*ghasab*). The verse can be used as a postulate that anyone, including the government, has no right to apply the price. According to some scholars, based on the description of the postulate, intervening in the legal price is haram.

Source of expenditure of funds:¹⁶ The company allocates CSR funds of 3%, taken from the acquisition of catalog cycle sales for 3 months from the distribution period, its composition is 60% for consumptive substances, and 40% of its funds are used to help the surrounding environment, such as providing informal business credit, making MCK for rural communities, repairing roads, etc. Meanwhile, according to the company, the provision of taxes is not as splendid, such as what is spent on zakat, The commitment to giving zakat is carried out with full consistency to advance funds to empower the community or the surrounding environment. CSR is a company's moral responsibility to its strategic stakeholders, especially the community or

¹⁵Arni Lasoma, Sofhian Sofhian, and Yusran Zainuddin, "THE INFLUENCE OF BUSINESS CAPITAL AND MARKETING STRATEGY ON THE DEVELOPMENT OF MICRO-ENTERPRISES IN KABILA DISTRICT, BONE BOLANGO REGENCY," *Finansha- Journal of Sharia Financial Management* 2, no. 2 (November 23, 2021): 45–60, <https://doi.org/10.15575/fjsfm.v2i2.13923>.

¹⁶ Lasoma, Sofhian, and Zainuddin.

communities around its work and operation areas. CSR views companies as moral agents. With or without the rule of law, a company must uphold morality. The parameter of a company's success in a CSR point of view is to apply moral and ethical principles, namely achieving the best results, without harming other groups of society. One moral principle that is often used is the ¹⁷ *golden-rules*, which teach that a person or a party treats others the same way they want to be treated. That way, companies that work by prioritizing moral and ethical principles will provide the greatest benefit to society. When reviewed, the use of CSR funds for zakat is an obligation for the company. In addition to the obligation to the state that requires a company to be obliged to spend CSR funds of 1% of its profits which is regulated in Law article 74 of Law Number 40 of 2007 concerning Limited Liability Companies (PT Law) regarding Social and Environmental Responsibility (TJSL) obligations for companies related to natural resources, the company also has the awareness to strive to issue zakat, obligations advocated by Allah Almighty for the excess property he has.

1. Raw Material Factors

The main raw materials obtained by the company come from Jakarta and Surabaya, because the quality of the two cities is notoriously good. Al Raz stores attach importance to the quality of product quality, therefore the main raw material of this company is fabric derived from good quality, fine fiber, absorbs sweat, and is thin (such as chiffon) because this company's segment is medium to upper so that it uses the number one quality, and results in reasonable prices of hundreds of rupiah sold. Plus the buttons used come from a Japanese company, namely YKK, this Japanese production button is famous for having good quality than the buttons sold on the market and the price of 1 button is 5000 rupiah. With the increase in the price of raw materials for apparel ranging from 5-15%, therefore entrepreneurs in order to survive, also increase the price of sales to consumers, but not all products are increased in selling price, only certain products mean products that have the most superior quality because of

¹⁷ Rahmatia Rahmatia, Madris Madris, and Sri Undai Nurbayani, "THE INFLUENCE OF BUSINESS CAPITAL, LABOR AND BUSINESS DURATION ON MICRO BUSINESS PROFITS IN PALOPO CITY, SOUTH SULAWESI PROVINCE," *Journal of Management STIE Muhammadiyah Palopo* 4, no. 2 (January 25, 2019), <https://doi.org/10.35906/jm001.v4i2.281>.

the good level of quality of raw materials. Targeting the company's clothing production by producing 20,000 / pcs every month, is carried out so that the company does not produce without limits the capabilities of the company. In Islam blessings are an important component in ¹⁸*mashlahah*. Therefore, no matter how much classification it is, blessings must be included in the production input, because blessings have a real fair (*share*) in forming outputs. Blessings must be included in production inputs including raw materials used for the production process must have good and good benefits in the present or in the future, the use of raw materials that are without limit their use will get problems and will bring *mudharat*. The raw materials obtained by the company are raw materials that are indeed produced according to the needs of the company's production.

2. Organizational Factors

The organization at Al Raz Store still engulfed in occupied posts. In addition, the management used is still the scope of the family that fills positions in the management of the organization at Toko Al Raz. There is no recruitment of employees to occupy positions in management, except for employees who work in the production process. In the organizational aspect that exists in the Al Raz Store, it has not been able to be implemented optimally. Just as there is still a trap in office. It will have an impact less than optimal in running the organization. Since the organization is important for planning and directing the overall work in an enterprise. The importance of planning and organization can be seen in the essence that Allah Swt himself is the best planning. ¹⁹

1. Technology Factors

Promotion is one of the variables of a very important marketing mix, which is carried out by the company, in marketing its products or services. Without promotion, the existence of the product receives less attention from consumers

¹⁸ Martiono and Siwalankerto, "BUSINESS DEVELOPMENT STRATEGY FOR BABY CLOTHING PRODUCTION IN UD. SAI RAM IN SURABAYA."

¹⁹ Bayu Mitra Adhyatma Kusuma and Theresia Octastefani, "PROSELYTIZING NEGOTIATIONS AND PRACTICAL POLITICS (READING THE ORIENTATION OF ISLAMIC RELIGIOUS WING ORGANIZATIONS ON NATIONALIST PARTIES)," *Al-Balagh : Journal of Da'wah And Communication* 2, no. 1 (June 30, 2017): 1, <https://doi.org/10.22515/balagh.v2i1.690>.

or even consumers do not know at all about the product. In general, companies will always try to continue to develop and be able to compete to achieve company goals. In order for the company's goals to be achieved, an effective promotion strategy is needed. Promotional activities carried out by a company are carried out through electronic media such as the internet, whatsapp, email, Instagram and print media, namely in the form of magazines, brochures displayed in Islamic magazines. The company in advertising its products provides a detailed description of the product to be sold or a newly published product, there is listed by the manufacturer regarding the size, color, type of material, quality and price of the product so as to provide information on the clarity of the goods it will buy later²⁰.

CONCLUSION

After conducting research, both through interviews with the director and general manager of the Toko Al Raz company, direct observation of the object of study and documents of Toko Al Raz, the author can conclude that:

1. Production Management of Al Raz Store in Probolinggo City, consists of the following stages:
 1. Input
 1. Selection of Raw Materials, in conducting selection selection of materials used using a composition between cotton and spandek materials.
 2. Design and Pattern Making, the design owned is not in accordance with Islamic law, because there are still those who use inappropriate designs for use by a Muslim. Process
 3. Fabric Cutting, the process of working also after the material is flexed for 10-15 minutes consisting of all

²⁰Faculty of Islamic Religion, Universitas Muslim Indonesia UMI Makassar and M.Ishaq Shamad, "UTILIZATION OF COMMUNICATION AND INFORMATION TECHNOLOGY IN THE DEVELOPMENT OF DA'WAH," *Journal of Journalism* 3, no. 1 (August 1, 2017): 16–30, <https://doi.org/10.24252/jurnalisa.v3i1.3053>.

components of the front body, rear body, hands, pockets and collar

4. Suturing and Overhaul Process, in the process the raw materials obtained are in accordance with these needs
5. Packaging, according to production needs is carried out by inserting into plastic.

2. Output

1. Products, the hallmark of the production of the AL Raz Shop is Muslim fashion. There is embroidery applied in various Muslim fashions.
2. Marketing, a system of sales carried out by means of depositing merchandise to people to be sold with later payments

2. Conformity of the Production System Reviewed with the Islamic Economic Perspective

1. Design and Pattern Making, the design owned is not in accordance with the slam sharia, because there are still those who use thin materials.
2. Cloth Cutting, as for the auxiliary materials used in the process of making Muslim fashion products, there is no illegitimate substance.
3. Suturing and Overhauling process, stitching is up to standard.
4. Packaging, according to standards, is neatly packaged.

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