
ANALYSIS OF DIGITAL MEDIA AND HUMAN RESOURCES OPTIMIZATION IN IMPROVING THE PERFORMANCE OF THE AMIL ZAKAT SIDOGIRI INSTITUTION BANGKALAN BRANCH

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Abstract

The development of digital technology has had a significant impact on various sectors, including zakat management. The Amil Zakat Institution (LAZ) is required to be able to adapt to the use of digital media to expand reach, increase transparency, and strengthen community participation. In addition, the role of competent and professional human resources is able to manage effectively. LAZ Sidogiri Bangkalan Branch as one of the zakat institutions in the region has challenges in improving institutional performance through the use of technology and strengthening the quality of human resources. The purpose of this research is to find out the optimization of digital media and human resources can improve the performance of the amil zakat sidogiri institution of the bangkalan branch. This research method uses a qualitative method with a descriptive approach. Data sources consist of primary and secondary, primary data in the form of information from observation activities with observation and interview techniques. Meanwhile, secondary data is in the form of literature studies such as books, scientific journals, the internet as well as previous research and literature related to the research object. The Amil Zakat Sidogiri Bangkalan Branch has made optimal use of digital media as a means to increase effectiveness, efficiency, and transparency in the management of zakat, infaq, and alms. Human Resources in improving the performance of the Amil Zakat Sidogiri Bangkalan Branch shows that the implementation of Human Resources management at LAZ Sidogiri Bangkalan Branch has been carried out through four main management functions, namely planning, organizing, directing, and controlling running quite well.

Keywords: Digital Media, Human Resources, Performance of Amil Zakat Institutions

INTRODUCTION

In this modern era, many zakat institutions take advantage of the development of digital technology to support and facilitate their various operational activities. The process from collection to distribution and zakat can now be carried out through digital platforms. This allows the muzakki to easily monitor the distribution of zakat that they have paid, as well as access the financial reports provided by the amil zakat institution transparently (Mauludin & Herianingrum, 2022). Zakat has a positive impact on those who give and who receive it, so as to create an increase in social welfare and foster an attitude of togetherness, brotherhood, and help (Literal Ningrum et al., 2021).

Various policies related to the development of Amil Resources have been intensified, where a number of regulations and strategic steps have been implemented to improve the quality, capacity, and competence of zakat managers. This is natural considering that Human Resources in the management of zakat is a key factor that determines the success of zakat institutions. As stated in the Regulation of the National Amil Zakat Agency Number 2 of 2018 concerning Amil Certification, every amil is required to have a certificate as a form of guarantee for their professional competence. Thus, accountability and transparency are fundamental principles that must be attached to quality amil zakat. The idealism to produce truly competent amil is often not in line with the conditions in the field. There are still many problems related to Amil Resources in a number of zakat institutions. First, the limited knowledge of amil regarding institutional management and productive fund management. In fact, the potential of zakat is very large in alleviating poverty, but the inadequate quality of amil human resources hinders the optimization of its management. Second, the totality of amil in carrying out duties is also often not optimal. The weak fundraising process in some zakat institutions is caused by the low accountability of the amils. There is also an assumption in the community that the amil profession is only used as a side job, which has an impact on the decline in the quality of zakat governance (Halil Thahir et al., n.d.).

In addition, Human Resource Management (HRM) has a very important role in every type of organization, whether in the fields of government, industry, education, and other sectors. If human resources in an organization can take place more optimally. Thus, Human Resource Management (HRDM) is an important factor in increasing the effectiveness and efficiency of the organization to achieve the goals that have been set. To realize quality human resources, competent individuals are needed, have extensive knowledge, creativity, insight, and vision that are in line with the direction of the organization or company (Jambi, n.d.).

HR has a crucial role in ensuring that companies can adapt quickly to the changes brought about by technology. Effective HR management can assist companies in developing the right strategies to manage employees efficiently and productively. However, optimizing these functions requires a deep understanding of technology as well as the ability to integrate it with existing management practices. Failure to do this can lead to a decline in employee performance, which ultimately negatively impacts the achievement of the company's goals (Anis et al., 2024).

This should be able to be used as an opportunity to make a lot of innovation and creativity to the performance of the Amil Zakat Institution. Along with the development of technology that is still sophisticated, this is an aspect that needs to be considered and studied by the Amil Zakat Institution which is oriented towards non-profit activities. The use of this

technology can support the implementation of activities so that they run more effectively and efficiently. As in the research, this article aims to examine how to optimize Digital Media and Human Resources in improving the performance of the Amil Zakat Sidogiri Institution Bangkalan Branch which is located on Jl. Pesalakan, Kemayoran, Kec. Bangkalan, Kab. Bangkalan, East Java 69116. As a developing branch, this institution plays an important role in the management of zakat in Bangkalan. In addition, there are still challenges in optimizing Digital Media and Human Resources, plus easy location access and institutional support in providing data, so that it is relevant as an object of research. The focus is on the use, strategy and role that can be applied by LAZ Sidogiri. This research is expected to provide useful guidance for companies in facing the challenges of the Digital era. Thus, this background emphasizes the importance of optimizing Digital Media and HR in improving the performance of the LAZ Sidogiri Bangkalan Branch.

REVIEW OF LITERATURE

Media Digital

Digital Media consists of two words, namely media and digital. The term media comes from the Latin medium, which means intermediary, which is a means to convey or deliver something. Meanwhile, the word digital comes from the Greek digitus, which means finger, but in its development, it is more often associated with internet technology. In general, Digital Media is understood as a combination of various forms of media in the form of text, images (vectors and bitmaps), graphics, sounds, animations, videos, and interactions that are processed in digital or computerized formats, and used as a means of conveying messages to the public. In other words, Digital Media is an integration of data or certain media that functions to present information to appear more interesting and easier to understand (Haro et al., 2024).

Human Resources

Human Resources (HR) is a very fundamental element in the organizational development process. Even though an organization has modern and sophisticated technology and adequate capital support in its management, without a workforce that has competence in its field, the achievement of organizational goals will not go as expected. The importance of the function and role of Human Resources in an organization, especially in facing the industrial revolution 4.0, requires the implementation of the right strategy to add value to an organization.

Management is a series of planning and decision-making to optimize organizational resources so that goals are achieved effectively and efficiently. Human resource management is an important key because it has a great influence on the success of the organization, especially in the face of changes in the business environment that are unstable and difficult to predict (Rubi Babullah, 2024).

Human Resource Management, managerial functions consist of:

a. Planning (Human Resources Planning)

HR planning is the process of designing workforce needs effectively and efficiently to align with organizational goals. This process is carried out through the preparation of personnel programs which include organizing, directing, controlling, recruiting, development, compensation, integration, maintenance, discipline enforcement, and

dismissing employees. Proper planning will help achieve the goals of the organization, employees, and society.

b. Organization Chart

Organizing is the activity of organizing and dividing work, establishing employment relationships, distributing authority, and ensuring integration and coordination between parts through an organizational structure (organization chart). Organizations serve as a means to achieve goals effectively.

c. Directing

The briefing includes the efforts of the leadership in guiding and motivating employees to work together effectively and efficiently to achieve the goals of the organization, employees, and society. This is done by assigning clear tasks to subordinates and ensuring that they carry out their responsibilities properly.

d. Controlling

Control is the process of supervising employees to obey regulations and work as planned. If deviations or errors are found, corrective actions and plan improvements are taken. Control includes supervision of attendance, discipline, behavior, cooperation, task implementation, and work environment conditions (Anggoro Seto et al., n.d.).

Performance of Amil Zakat Institution

Etymologically, the term performance has the same meaning as the word *performance* in English. Performance is generally understood as the success of an individual in completing tasks or work for which he or she is responsible. In other words, performance is the results achieved by a person or a group of people in an organization in accordance with their authority and responsibilities, to support the achievement of organizational goals legally, not violate the rules, and remain based on moral and ethical values (Fauzi & Anugroho, 2020).

Some of the indicators used to measure amil performance include:

a. ZIS Collection Indicators

1. Number of muzakki: The more muzakki who distribute zakat, infaq, and alms through amil, the more it shows the success of amil in reaching and providing education to the community.
2. Value of funds collected: The increase in the amount of ZIS funds collected reflects the effectiveness of Amil in building trust and awareness of muzakki.
3. Coverage of the collection area: The wider the scope of the ZIS collection, the more visible the ability of Amil to reach Muzakki in various regions (Economics et al., n.d.)

b. ZIS Distribution and Utilization Indicators

1. Right on target: The distribution of ZIS in accordance with the asnaf who are entitled to receive shows the ability of Amil to understand and meet the needs of mustahik.
2. Punctual: The distribution of ZIS funds, which is carried out according to the schedule, reflects the accountability and professionalism of the charity in fund management.

3. Effective and efficient: The appropriate and resource-efficient use of ZIS funds, especially for empowerment and poverty alleviation programs, shows that Amil contributes to improving the welfare of the community.

This shows that Amil's role in managing ZIS funds contributes to the level of satisfaction of Muzakki. Amil seeks to give confidence to muzakki by offering optimal service and maintaining service quality, so that it can gradually encourage muzakki to pay zakat at the institution (Komariyah & Makhtum, n.d.).

RESEARCH METHOD

This study uses a qualitative method with a descriptive approach. Qualitative methods are often referred to as naturalistic research methods because they are carried out on the condition that the object is natural, develops as it is, is not manipulated, and the presence of the researcher does not affect the dynamics of the object's condition. Meanwhile, the descriptive approach is to explain the accurate results obtained so that the information obtained is complete.

Primary data was used in this study in the form of information obtained through observation activities and interview techniques conducted by researchers. Meanwhile, secondary data is in the form of literature studies applied through reading books, scientific journals, the internet as well as previous research and literature related to profiles, history, and vision and mission at LAZ Sidogiri Bangkalan Branch. Secondary data was obtained through documentation activities, social media, and the official website of the Amil Zakat Institute (LAZ) Sidogiri Bangkalan Branch. For data analysis techniques, this research includes three activities. First, data reduction (summarizing, selecting, and sorting) the main and important things from the results of observations and interviews. Second, the presentation of data in the form of a brief narrative description, and Third, the drawing of conclusions to answer the formulation of the problem (Khaq & Faraby, 2023).

RESULTS AND DISCUSSION

Digital Media Optimization

LAZ Sidogiri Bangkalan Branch is part of a non-profit organization that operates in the midst of the Bangkalan community with a vision and mission in line with the central institution in Sidogiri. This institution acts as a liaison for muzakki, munafiq, and mutashaddiq in an effort to improve the welfare of the poor and mustahik through optimizing the role of religious institutions in the fields of religion, humanitarian, social, and education. However, public awareness and support for the existence of LAZ Sidogiri is still low, as can be seen from the lack of muzakki who pay professional zakat through the LAZ Sidogiri Bangkalan Branch. The Amil Zakat Sidogiri Bangkalan Institution applies digital media in an effort to collect zakat, infak, and alms funds (Improvement et al., 2024).

1. The Use of Digital Media in Improving the Performance of the Amil Zakat Sidogiri Institution Bangkalan Branch

"Digital Media is indeed the one that manages the socialization media about the program or socialization about the program that is being implemented or the program that will be implemented, the center does exist of all types of media in the current era, of

course, LAZ Sidogiri also has. So indeed there are many results, actually the media because now it is the era or it is the era they use it like that, so LAZ Sidogiri is also no less important to use it, which is clear formally that the one who handles digital is the center for the branch or other FO, it can be used media media itself, meaning the media on their own behalf but about the LAZ program what is said that is clearly running the problem of the media. The Digital Media used at LAZ Sidogiri is in the form of the LAZ application, which for each fund management can only be done or can be accessed by LAZ Sidogiri employees, and an email application that can be accessed by everyone. while information about LAZ Sidogiri can be accessed by everyone through the LAZ Sidogiri website and social media such as Instagram, Facebook, TikTok and others."

Based on the results of the interview, it can be concluded that LAZ Sidogiri uses digital media to socialize the programs that have been implemented or will be implemented. The use of digital media is considered important and relevant to the current era. Although the management of digital media is formally handled by the center, other branches or FOs may use their own media, but must ensure that the information conveyed about the LAZ Sidogiri program is accurate and in accordance with applicable policies. The digital media used by LAZ Sidogiri includes Si LAZ, Emaal, Website, Social Media. Thus, LAZ Sidogiri has utilized digital technology to increase efficiency and transparency in its operations.

Figure. 1
E-Maal Application

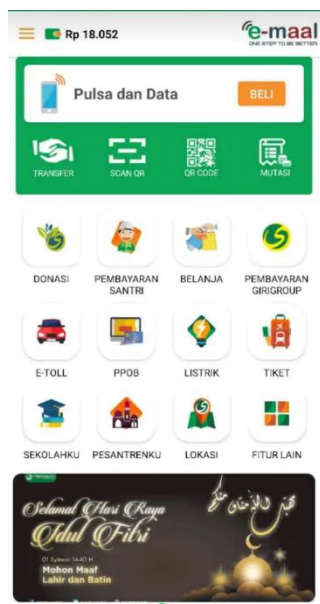


Figure. 2
How to Donate Through Digital Media



2. Digital media optimization strategy in improving the performance of the Sidogiri Amil Zakat Institution Bangkalan Branch

LAZ Sidogiri Bangkalan Branch carries out an indirect *fundraising strategy* through the use of social media platforms, especially WhatsApp. Meanwhile, other social media accounts such as Facebook, Instagram, TikTok, YouTube, and official websites are managed by the center. The content shared on the platform includes information and data

related to activities in Bangkalan, which can be accessed by all interested parties, including mustahik and muzakki from Bangkalan. The Bangkalan Branch has not obtained permission from the center to open a special social media channel managed directly by the Bangkalan Branch. Social media accounts can be accessed with the following links:

Social Media Links

1. Facebook <https://www.facebook.com/share/1ChTZx56Rq/>
2. Instagram <https://www.instagram.com/lazsidogiriorg?igsh=dTFwbXU5eGNhNGJh>
3. Tiktok <https://www.tiktok.com/@lazsidogiri>
4. Youtube <https://m.youtube.com/@lazsidogiri>
5. Website <https://lazsidogiri.org/>

Platforms such as Facebook, Instagram, TikTok, YouTube, and official websites are used as a means of disseminating information related to fundraising through digital brochures. In addition, social media is used as a means of da'wah to make people aware and educate the public about the importance of paying zakat, infaq, and alms. Not only that, social media is also used to display documentation of activity programs, as well as to publish awards that have been won by the LAZ Sidogiri Bangkalan Branch.

Social media is also used to convey information related to bank account numbers that can be used by donors in distributing zakat, infaq, and alms. In addition, platforms such as WhatsApp are used to establish communication with regular donors who have been recorded in the database, the purpose of which is to inform the latest developments of the programs of LAZ Sidogiri Bangkalan Branch.

Online donation services are available via bank account transfer, donation page, and QRIS code. Donors can send funds through various banks, including BCA, BCA Syariah, BSI, CIMB Niaga Syariah, BNI, BRI, Mandiri, and BMT Maslahah. In addition, donations can also be made through the BMT UGT Nusantara Mobile and E-Maal applications. For donations using the QR code, it can be accessed on the official LAZ Sidogiri website and through digital payment applications such as Dana, OVO, GoPay, LinkAja, and ShopeePay.

Human Resources

The Role of Human Resources in Improving the Performance of the Amil Zakat Sidogiri Institution Bangkalan Branch

Based on the results of observations, LAZ Sidogiri Bangkalan Branch periodically holds meetings, trainings, annual work meetings, and amil zakat certification as a step to improve employee competence, especially in utilizing the media to socialize and implement programs.

a. Planning (Human Resources Planning)

Based on the results of the research, Human Resources planning at LAZ Sidogiri Bangkalan Branch is carried out by formulating an annual work program that is adjusted to the Vision, Mission, and policy direction of the institution. In this process, the institution identifies the needs of the workforce, both in terms of number and competence, then determines the right recruitment strategy to get quality Amil zakat. In addition, training and capacity building are also an important part of planning, so that employees are able to carry out their roles according to the demands of the organization. Another thing that is no less important is planning related to the use of digital media. The institution places information technology as a strategic means in

supporting the socialization and publication of the zakat program. With structured planning, the activities of collecting and distributing zakat funds can take place more directed, effective, and in accordance with the previously set targets.

The following is the Vision, Mission and Program of LAZ Sidogiri:

Figure. 3
Vision and Mission of LAZ Sidogiri

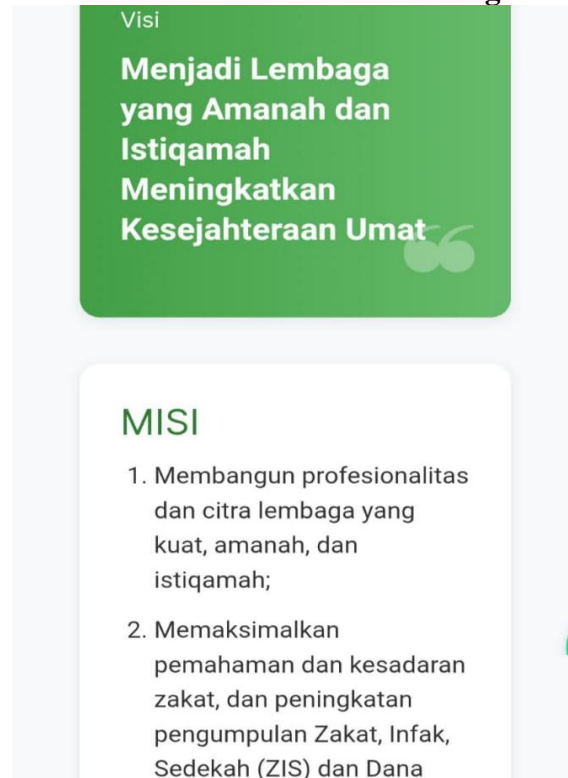
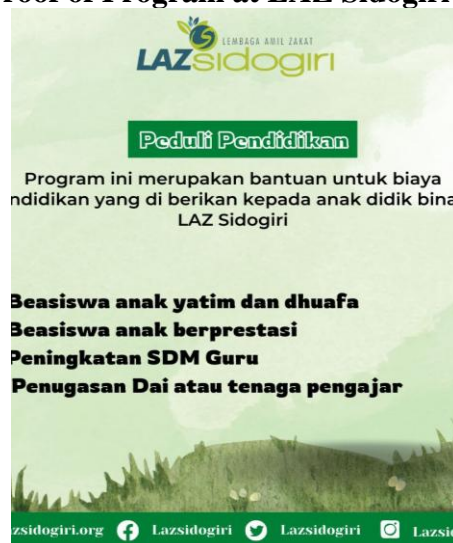


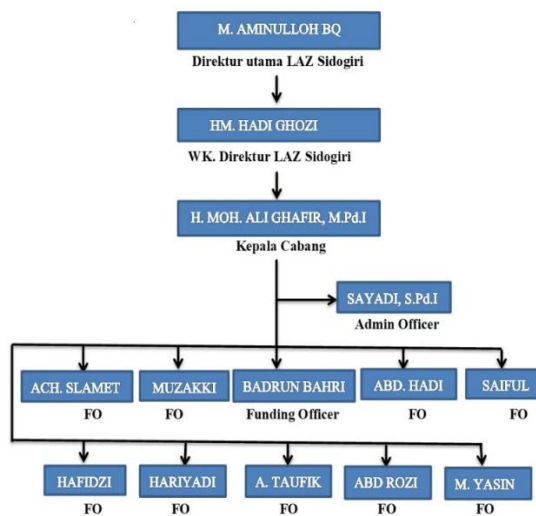
Figure. 4
Proof of Program at LAZ Sidogiri



b. Organization Chart

In terms of organization, LAZ Sidogiri Bangkalan Branch has established an organizational structure that clearly divides tasks and functions. There are divisions that have special responsibilities, including Branch Heads, Admin Officers, Funding Officers (FO). FO is in charge of finding donors directly in the field, while admins and branch heads handle operational administration in the office. Each unit works in accordance with its predetermined function, but still maintains coordination through regular meetings and communication between sections. This organizing system also pays attention to flexibility, especially in digital media management. Although formally the digital media policy is managed by the center, branches are given space to adjust the management of local media as long as the content still follows the applicable rules. Thus, the organizational structure is not only oriented towards order, but also able to adapt to the needs in the field. The following is the evidence of the structure at LAZ Sidogiri Bangkalan Branch:

Figure. 5
Proof of the Structure of LAZ Sidogiri Bangkalan Branch



c. Directing

Based on the results of the research, briefing is one of the management functions that is highly concerned by Branch Leaders. The form of briefing is realized through weekly and monthly coordination meetings containing methods or ways of socializing the program, briefings before activities, the implementation of training which is held at the Central Sidogiri LAZ once a year (FO) and three times a year (Branch Head), as well as amil zakat certification which is carried out within 4-5 days by bringing speakers from Jakarta. Holding weekly and monthly meetings whose content often conveys methods or ways of socializing programs in Laz Sidogiri, from all officers training is held at the center 1 year 1 time for branch heads 3 times. At Laz Sidogiri, there is a meeting every year to compile programs that will be carried out. There is an amil certification that lasts up to 4-5 days which brings speakers from Jakarta. The briefing is not limited to work instructions alone, but also touches on aspects of motivation, ethical coaching, and strengthening the value

of professionalism at work. Branch leaders encourage employees to work with full trust, sincerity, and be able to use digital media appropriately to convey information to the public. With consistent briefing, employees can better understand their duties and responsibilities while being motivated to continue to improve performance in supporting the achievement of institutional goals. The following is evidence of the meeting at the LAZ Sidogiri Bangkalan Branch:

Figure. 6
Proof of Meeting



d. Controlling

The control function is carried out through an evaluation mechanism that is carried out periodically. LAZ Sidogiri Bangkalan Branch holds monthly evaluation meetings to review the extent to which the planned program can be achieved, the obstacles faced, and the improvement steps that need to be taken. In addition, annual evaluations are carried out in the form of accountability reports reported to the center to ensure that all programs run in accordance with predetermined standards. In terms of digital media management, control is carried out by selecting and verifying content before it is published, so that the information conveyed can be accounted for. Control also includes employee discipline, where each individual is evaluated based on attendance levels, compliance with rules, and performance achievements. The following is evidence of the form of independence of LAZ Sidogiri Bangkalan Branch:

Figure. 7
Living Cost Assistance to the Poor



Figure. 8
Justice LAZ Sidogiri Bangkalan Branch
(Educational Scholarship)



Figure. 9
Justice LAZ Sidogiri Bangkalan Branch
(Cost of Living Assistance for Disabilities)



Overall, the results of the study show that human resource management at LAZ Sidogiri Bangkalan Branch has been running quite well. The planning function is carried out

through the preparation of work programs and HR development strategies, the organizing function is realized with a clear and flexible structure, the direction function is carried out through direction, motivation, and coaching, and the control function is carried out by periodic evaluation and supervision of employee performance. However, improvements are still needed, especially in terms of optimizing the use of digital technology and increasing the capacity of human resources so that institutions are more adaptive to the challenges of the modern era.

CONCLUSION

The Amil Zakat Sidogiri Bangkalan Branch has made optimal use of Digital Media as a means to increase effectiveness, efficiency, and transparency in the management of zakat, infaq, and alms. Digital Media not only functions as a tool for program socialization, but also as a medium for education, da'wah, communication with donors, and a means of raising funds that are more accessible to the public. Various uses of digital platforms such as the Website, Si Laz and E-Maal applications, social media (Facebook, Instagram, Tiktok, Youtube) and communication services such as WhatsApp show that LAZ Sidogiri is able to adapt to the needs of the digital era. In addition, Human Resources in improving the performance of the Amil Zakat Sidogiri Bangkalan Branch shows that the implementation of Human Resources management at LAZ Sidogiri Bangkalan Branch has been carried out through four main management functions, namely planning, organizing, directing, and controlling running quite well.

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