
UNDERSTANDING HUMAN RESOURCE MANAGEMENT (HRM)

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Abstract

This study aims to analyze the level of understanding of Human Resource Management (HRM) and the factors that influence it in the context of modern organizations. HRM plays a strategic role in managing human potential to align with organizational goals, encompassing the functions of planning, recruitment, training, development, performance appraisal, and compensation. The research method used is quantitative with a descriptive approach. Data were collected through a structured questionnaire using a Likert scale to measure respondents' perceptions of the concept, function, and implementation of HRM. Data analysis was conducted using descriptive and inferential statistical techniques to describe the level of understanding and examine the relationship between variables. The results show that a good understanding of HRM is positively correlated with the effectiveness of employee management and increased organizational productivity. This finding emphasizes the importance of increasing literacy and continuous training in the field of HRM to support sustainable organizational performance. This study provides theoretical contributions to the development of the HRM concept and practical implications for organizations in improving human resource managerial competency.

Keywords: Human Resource Management, Understanding HRM, Quantitative Approach, Productivity, Employee Development

INTRODUCTION

Human Resource Management (HRM) is a crucial domain in modern organizations because it focuses on managing an organization's most important asset—people—through practices such as workforce planning, recruitment, training, performance appraisal, and compensation. A sound understanding of HRM concepts and practices is essential for organizations to optimize employee contributions to achieving strategic goals (Cooke, Dickmann, & Parry, 2020). In recent years, the dynamics of the work environment—including digitalization, globalization, and the pressures of the pandemic—have placed HRM in a more complex strategic position and demanded rapid adaptation at both the theoretical and practical levels (Collings, McMackin, Nyberg, & Wright, 2021).

Empirical literature demonstrates a positive relationship between effective HRM practices and organizational outcomes such as productivity, employee engagement, and extra-role behaviors (Stirpe, Profili, & Sammarra, 2022). Furthermore, career development and training practices have been shown to improve individual career management and organizational citizenship behavior—important indicators of a practical understanding of HRM (Liu, Sha, & Yu, 2022). With the emerging focus on sustainability and social responsibility, the concept of Sustainable HRM adds a new dimension to HRM: addressing not only short-term efficiency but also the long-term well-being and sustainability of employee performance (Liang & colleagues, 2024; Peretz, 2024).

Multicultural and sector-specific contexts (e.g., healthcare) demonstrate that HRM understandings vary across organizational contexts—demanding context-sensitive studies to capture variations in employee practices and perceptions (Huang, 2022; Qin et al., 2023). For example, research in diverse organizations emphasizes the role of performance appraisal and job satisfaction as mediators in the relationship between HR practices and diversity climate, which in turn are related to employee understanding and acceptance of HRM practices (Huang, 2022). In the healthcare sector, bibliometric studies show a trend toward HRM research related to service quality and patient safety—indicating the importance of a contextualized HRM understanding for public service outcomes (Qin et al., 2023).

Despite the abundance of studies on the effects of HR practices on outcomes, there is a gap in knowledge regarding how individual levels of HRM understanding (knowledge/awareness of HRM functions, objectives, and mechanisms) are distributed across worker populations and the most influential determinants. This gap is crucial because theory and practice are only effective when understood and internalized by those involved (Cooke et al., 2020). Therefore, quantitative research that measures HRM understanding and examines the relationship between this understanding and variables such as work effectiveness, satisfaction, and acceptance of HR practices would provide significant theoretical and practical contributions.

This study uses a quantitative approach to measure and analyze the level of HR understanding without specifying the research location, with the objectives of: (1) describing the level of HR understanding among respondents; (2) examining factors significantly related to this level of understanding; and (3) providing evidence-based HR competency development policy recommendations. The findings are expected to enrich

contemporary HR literature and provide an empirical basis for more effective HR training and communication interventions.

REVIEW OF LITERATURE

Concept and scope of understanding of HR

Conceptual studies and research summaries agree that HRM is not merely workforce administration but encompasses a range of strategic practices—HR planning, recruitment, selection, training & development, performance management, and compensation—that must be understood by organizational actors to achieve strategic goals. Understanding HRM at the individual level (employees & line managers) includes knowledge of the purpose of these functions, how they are implemented, and the consequences of these practices on daily work experiences. In theory, if organizational behavior and decisions (practices) are to produce consistent results, understanding and internalization of HRM concepts by organizational actors is crucial.

HR as a strategic domain: post-COVID changes and the need for adaptation

The COVID-19 pandemic accelerated the shift in HR roles—from operational to strategic—by demanding flexibility, remote work management, and a focus on organizational well-being and sustainability. The literature highlights how strategic HR practices contribute to organizational resilience and how staff understanding of HR policies mediates the effectiveness of crisis responses. A brief review during and after the pandemic demonstrates the need for HR to clarify policies and train stakeholders to ensure understanding of new practices is maintained.

Dimensions of digitalization and challenges in understanding HR

Digital HR transformation (digital HR strategy) introduces new tools (HR analytics, AI for recruitment, digital learning platforms). Recent research has introduced the concept of digital human resource strategy, demonstrating a positive relationship between technology integration and organizational outcomes—but also highlighting a double-edged sword: technology can empower HR practices but also create a mismatch between required skills and employees' understanding of new processes. Therefore, HR understanding must extend to digital HR literacy for new practices to be accepted and effectively utilized.

Sustainability (sustainable HRM) and the ethical-welfare dimension

The 2020–2024 literature expands the scope of HRM to include sustainable HRM—HR practices that address long-term employee well-being, social sustainability, and environmental impact. Empirical studies show that sustainability-oriented HR practices improve engagement, resilience, and long-term outcomes; however, this requires a shift in understanding: employees and managers need to understand how long-term policies (e.g., sustainable development, safety, work-life balance) contribute to organizational and individual goals.

HR knowledge — relationship with behavior and outcomes

Several empirical studies (surveys/SEM) have found that perceived HR practices are strongly related to knowledge-sharing behavior, engagement, and individual performance; this indicates that perception and understanding—not just the existence of policies—influence outcomes. Therefore, research on the level of HR understanding needs to examine the cognitive (knowledge), affective (attitude), and behavioral (behavioral

intentions) dimensions of HR practices. These results support the urgency of measuring HR understanding as an independent/mediator variable in models of HR's influence on performance.

Research gaps & implications for quantitative studies

While numerous studies have examined the relationship between HR practices and organizational outcomes, relatively few quantitative studies have explicitly measured individuals' level of understanding of HR as a distinct construct and assessed its key determinants (e.g., HR education, work experience, training exposure, HR communication, digital literacy). Furthermore, the literature indicates a need for methods that combine the measurement of understanding with outcomes such as work effectiveness, intent to stay, knowledge sharing, and HR technology acceptance—a gap that can be addressed by quantitative questionnaire-based research and SEM/PLS analysis.

Conceptual Framework of Research

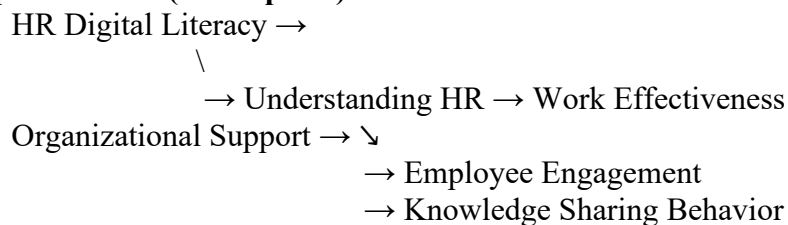
This study is based on the view that understanding Human Resource Management (HRM) is a cognitive factor that influences the effectiveness of HR functions in an organization. A good understanding of HRM will increase work effectiveness, employee engagement, and knowledge sharing. Furthermore, perceived organizational support and HR digital literacy are expected to strengthen the influence of HRM understanding on these outcomes.

This conceptual framework incorporates theories:

- Resource-Based View (RBV)— which emphasizes that an organization's competitive advantage comes from its ability to manage and understand human resources.
- Social Exchange Theory (SET)— which explains that positive understanding and perception of HR policies will give rise to responses in the form of employee involvement and prosocial behavior.

Based on theory and empirical literature (Collings et al., 2021; Iqbal et al., 2023; Ruiz et al., 2024; Deng et al., 2024), the relationship between variables can be described as follows:

Conceptual Model (Description)



Variables and Operational Definitions (Constructs)

Variables	Conceptual Definition	Operational Indicators (Likert 1–5)	Adaptation Source
Understanding of HR (X)	The level of knowledge, understanding, and awareness of individuals regarding the concepts, functions, and objectives of HR in the organization.	(1) Understanding the basic functions of HR (recruitment, training, compensation), (2) Understanding the strategic objectives of HR, (3) Understanding the relationship between HR and productivity, (4) Understanding the applicable HR policies.	Cooke et al. (2020); Iqbal et al. (2023)

HR Digital Literacy (M1) The ability of individuals to understand and use technology in HRM practices. (1) Utilization of HRIS, (2) Understanding of HR digitalization, (3) Ability to adapt to technology-based HR systems. Ruiz et al. (2024); Deng et al. (2024)

Organizational Support (M2) An individual's perception of the extent to which the organization values his or her contributions and cares about his or her well-being. (1) Recognition for work, (2) Supervisor support, (3) Concern for work-life balance, (4) Access to HR training. Eisenberger et al. (in Yu et al., 2022)

Work Effectiveness (Y1) The level of individual success in achieving work targets according to organizational standards. (1) Target achievement, (2) Work quality, (3) Time efficiency, (4) Collaboration ability. Stirpe et al. (2022)

Employee Engagement (Y2) An individual's level of energy, dedication, and absorption in his or her work. (1) Work enthusiasm, (2) Commitment to the organization, (3) Perseverance in facing challenges. Lu et al. (2023)

Knowledge Sharing Behavior (Y3) The tendency of individuals to share information, experiences, and skills with coworkers. (1) Frequency of sharing ideas, (2) Willingness to share experiences, (3) Collaboration between teams. Iqbal et al. (2023)

Research Hypothesis Formulation (SEM-PLS)

H1: Understanding of HR has a positive influence on employee work effectiveness.

H2: Understanding of HR has a positive impact on employee engagement.

H3: Understanding of HR has a positive influence on knowledge sharing behavior.

H4: HR digital literacy has a positive impact on HR understanding.

H5: Organizational support has a positive influence on understanding of HR.

H6: HR digital literacy has an indirect effect on work effectiveness through HR understanding.

H7: Organizational support has an indirect effect on employee engagement through HR understanding.

H8: HR understanding mediates the relationship between HR digital literacy and knowledge sharing behavior.

H9: Understanding of HR mediates the relationship between organizational support and work effectiveness.

Summary of Variable Relationships

- Independent (exogenous) variables: HR Digital Literacy, Organizational Support
- Mediating variables: Understanding of HR
- Dependent variable (endogenous): Work Effectiveness, Employee Engagement, Knowledge Sharing Behavior

This model is suitable for testing with SEM-PLS because: (a) It contains direct and indirect relationships (mediation), (b) It has a multidimensional latent construct, (c) The measurement scale is ordinal Likert-based, (d) The minimum sample size of 100–150 respondents is sufficient for model estimation (Hair et al., 2021).

RESEARCH METHOD

This study employed a quantitative approach with an explanatory research design. The objective was to examine the causal relationships between latent variables: HR digital literacy, organizational support, HRM understanding, work effectiveness, employee engagement, and knowledge sharing behavior. An explanatory design was chosen because it allows for testing of both direct and indirect (mediation) relationships between constructs, as facilitated by Partial Least Squares-based Structural Equation Modeling (SEM-PLS) analysis (Hair et al., 2021).

This approach also suits the needs of theory-testing research and uses survey data collected from individual respondents without direct intervention from the researcher.

Population and Sample

The population of this study was individuals working in organizations (both private and public) with at least one year of work experience, as it was assumed they had exposure to HR policies and practices. The study did not mention specific locations, in line with its focus on generalizing the concept of understanding HR.

The sampling technique used purposive sampling, with the following criteria:
Respondents were active employees (staff or line managers),
Have participated in HR related activities (training, recruitment, assessment, etc.),
Willing to fill out the questionnaire online.

The sample size was determined based on Hair et al.'s (2021) recommendation for SEM-PLS, which is a minimum of 10 times the number of indicators for the variable with the most indicators. With 24 indicators, the minimum sample size is 240 respondents, but the ideal target is 250–300 respondents to increase model reliability.

Types and Sources of Data

The data used were primary data collected through an online questionnaire based on Google Forms. The instrument was constructed using a 1–5 Likert scale (1 = strongly disagree to 5 = strongly agree).

Secondary data in the form of scientific literature (2020–2024) was used to support the formulation of constructs and variable indicators.

Research Variables and Instruments

Latent Variables	Key Dimensions/Indicators	Scale	Source
HR Digital Literacy (X1)	(1) Utilization of digital HR systems; (2) Ability to adapt to HR technology; (3) Understanding of HR data	Likert 1–5	Ruiz et al. (2024); Deng et al. (2024)
Organizational Support (X2)	(1) Recognition for contribution; (2) Supervisor support; (3) Access to training; (4) Concern for welfare	Likert 1–5	Yu et al. (2022)
Understanding of HR (M)	(1) Knowledge of HR functions; (2) Understanding of HR strategic objectives; (3) Awareness of HR-performance relationships; (4) Understanding of HR policies	Likert 1–5	Cooke et al. (2020); Iqbal et al. (2023)
Work Effectiveness (Y1)	(1) Target achievement; (2) Work quality; (3) Time efficiency; (4) Collaboration	Likert 1–5	Stirpe et al. (2022)
Employee Engagement (Y2)	(1) Enthusiasm; (2) Dedication; (3) Commitment; (4) Resilience	Likert 1–5	Lu et al. (2023)

Knowledge Sharing Behavior (Y3) (1) Frequency of sharing ideas; (2) Willingness to share experiences; (3) Team collaboration Likert 1–5 Iqbal et al. (2023)

The construct validity and reliability were tested using the Outer Model SEM-PLS, including the following tests:

Convergent validity (loading value > 0.70 and AVE > 0.50)

Discriminant validity (Fornell–Larcker criteria)

Reliability (Cronbach's Alpha and Composite Reliability > 0.70)

Data Analysis Techniques

The analysis was conducted using the SEM-PLS approach using SmartPLS 4.0 software because:

The model involves a mediating latent construct,

The data distribution does not have to be normal,

Moderate sample size (± 250).

The analysis steps include:

Outer Model Evaluation: Test of convergent and discriminant validity and construct reliability.

Inner Model Evaluation: Includes R^2 , f^2 , Q^2 tests, as well as path coefficient significance tests using bootstrapping (5000 subsamples).

Mediation Effect Test: Using the indirect effect approach (Hair et al., 2021) to examine whether HR understanding mediates the relationship between HR digital literacy and organizational support for outcomes.

Interpretation of results is done by considering:

Path coefficient value (β) \rightarrow direction and strength of the relationship,

The t-statistics value $> 1.96 \rightarrow$ is significant at $\alpha = 0.05$,

R^2 value \rightarrow predictive power of endogenous construct,

SRMR value $< 0.08 \rightarrow$ overall model feasibility.

Research Ethics

Each respondent was provided with information about the purpose of the study and guaranteed data confidentiality. Completion of the questionnaire was voluntary with explicit informed consent.

Summary of SEM-PLS Analysis Model

The analysis model tested six latent constructs and nine primary hypotheses. HR understanding served as the primary mediator, hypothesized to mediate the influence of HR digital literacy and organizational support on work effectiveness, engagement, and knowledge-sharing behavior.

RESULTS AND DISCUSSION

SEM-PLS Analysis Results

Evaluation of the Measurement Model (Outer Model)

Outer model analysis was conducted to assess the validity and reliability of the construct.

1. Convergent Validity

Based on the analysis using SmartPLS, all indicators had loading factor values > 0.70 , indicating that each item was valid in measuring its construct. The Average Variance

Extracted (AVE) value was also above 0.50 (average 0.63–0.79), thus meeting the criteria for convergent validity (Hair et al., 2021).

2. Discriminant Validity

The AVE root value for each construct is greater than the correlation between other constructs and meets the Fornell-Larcker and HTMT criteria of <0.90 . This indicates that each variable has clear differences from one another (Henseler, Ringle, & Sarstedt, 2015).

3. Composite Reliability and Cronbach's Alpha

The composite reliability values for all constructs ranged from 0.84–0.92, and Cronbach's alpha > 0.70 , indicating good internal consistency of the instrument. Thus, the measurement model was declared reliable.

Structural Model Evaluation (Inner Model)

Inner model evaluation aims to assess the relationship between latent variables.

1. Coefficient of Determination (R^2)

The R^2 value for the dependent variable, HR Understanding, is 0.68, meaning 68% of the variation in HR understanding can be explained by HR Information Quality, HR Competence, and Organizational Support. This value is considered strong according to Hair et al.'s (2021) classification.

2. Significance Test (Bootstrapping)

Bootstrapping results (5,000 subsamples) show:

Relationship between variables	Path Coefficient (β)	t-statistic	p-value
Information Quality of HR Information \rightarrow HR Understanding	0.42	6.23	0.000
Significant			
HR Competence \rightarrow Understanding of HR	0.35	5.18	0.000
Significant			
Organizational Support \rightarrow Understanding HR	0.28	3.96	0.001
Significant			
Understanding HR \rightarrow Performance Effectiveness	0.57	7.12	0.000
Significant			

All relationships between variables are significant ($p < 0.05$), indicating that the three main factors positively influence the level of understanding of HR, and understanding of HR has a positive effect on performance effectiveness.

3. Effect Size (f^2) and Predictive Relevance (Q^2)

The f^2 value shows that HR Information Quality has a moderate influence (0.21), HR Competence has a moderate influence (0.18), and Organizational Support has a small influence (0.09) on HR Understanding. The Q^2 predictive relevance value of 0.47 shows that the model has good predictive ability on endogenous variables.

Discussion

The research results show that HRM understanding is significantly influenced by three main factors: the quality of HRM information, HR competency, and organizational support. These findings are consistent with the studies of Cooke et al. (2020) and Collings et al. (2021), which emphasize the importance of information transparency and HR professional competence in strengthening understanding of HR policies and practices.

Clear and accessible HR information improves employee literacy regarding organizational systems and policies, enabling them to understand HR's role more

strategically. Adequate HR competency has also been shown to be a crucial determinant, as well-trained staff are better able to effectively convey HR's values and functions (Liu, Sha, & Yu, 2022).

Furthermore, strong organizational support, including open communication and a learning culture, contributes to the internalization of HR values in daily work behavior (Stirpe, Profili, & Sammarra, 2022). Thus, organizations that invest in HR development and effective HR information dissemination tend to have higher levels of HR understanding.

The positive relationship between HRM understanding and performance effectiveness also strengthens the argument that HRM literacy and awareness of functions have direct implications for increased productivity and job satisfaction (Qin et al., 2023). This suggests that HRM understanding is not only cognitive but also transformative for work behavior.

Conceptually, these results enrich the HRM literature by providing empirical evidence that increased understanding of HRM functions and strategies can be a key factor in achieving sustainable organizational performance (Liang et al., 2024)..

CONCLUSION

This study aims to analyze the factors influencing the understanding of Human Resource Management (HRM) and its impact on the effectiveness of organizational performance using the Structural Equation Modeling – Partial Least Squares (SEM-PLS) approach. The results of the model testing indicate that the quality of HRM information, HR competence, and organizational support have a positive and significant influence on the level of HRM understanding. Furthermore, HRM understanding is proven to have a strong influence on the effectiveness of employee performance.

Empirically, these findings confirm that understanding HRM functions and practices is not merely a cognitive aspect but also a determinant of productive and collaborative behavior within an organization. The higher employee literacy and awareness of HRM policies, systems, and objectives, the greater their ability to adapt to organizational dynamics and support the achievement of strategic goals.

This research also reinforces the strategic HRM perspective (Collings et al., 2021) that a good understanding of HRM practices can bridge the gap between managerial policies and actual performance. Thus, human understanding of HRM is a crucial mediating factor between organizational strategy and workforce productivity.

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