

THE INFLUENCE OF WORK MOTIVATION AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF POLICE MEMBERS IN THE WATER PATROL SUB-DIRECTORATE OF THE DITPOLAIR KORPOLAIRUDBAHARKAM POLRI

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ABSTRACT

Work motivation and organizational culture are key factors that can affect the effectiveness and efficiency of police personnel performance. This research methodology uses a quantitative approach with data collection through surveys and questionnaires distributed to members of the Water Patrol Subdirector of the Ditpolair Korpolaairud Baharkam POLRI with a total of 51 respondents. Data processing uses the SPSS application. Data analysis was carried out using statistical techniques to determine the relationship and influence between the independent variables (work motivation and organizational culture) with the dependent variable (performance of POLRI members). The results of the study indicate that work motivation and organizational culture have a significant influence on the performance of POLRI members. High work motivation and a positive organizational culture have been shown to significantly improve member performance. These findings indicate the importance of increasing motivation in effective human resource management and developing a supportive organizational culture to improve performance in the police environment.

KEYWORDS: Work Motivation, Organizational Culture, Performance, POLRI.

1. INTRODUCTION

Efforts to realize the vision and mission of the Indonesian National Police organization, especially in the Ditpolair Korpolaairud Baharkam Polri, are basically inseparable from the role of members, because members are the spearhead of implementing all activities that have been formulated by the organization. If the members succeed in carrying out their duties well, it will have implications for the success of organizational tasks. The success of organizational tasks is basically a collection of the success of the implementation of individual member tasks which will further impact the performance of the organization (Nursetya and Nur Hidayati 2021).

The changes that occur in the era of globalization have special characteristics, namely; unpredictable, surprising, complex, and trigger various conflicts in organizations/companies. With these special characteristics, we will always face challenges that have never happened before. Improving the quality of human resources (HR) is a reality that cannot be avoided in an effort to face the competitiveness of competition in the era of globalization. Therefore, improving HR should be carried out in a planned, directed, intensive, effective and efficient manner, so that an organization is able to compete. The importance of improving the quality of human resources is also an effort to realize the vision and mission of the organization, especially for members of the Ditpolair Baharkam Polri. Based on this, the issue of member performance is always the center of attention, both among academics and practitioners, because member performance is believed to be the most important fact for the overall performance of the organization. (Wati 2018) (Ruseno, et al., 2022) see member performance as the level to which members achieve job requirements. Today, the problem faced by every organization, especially companies, is how the organization/company is able to continuously improve the knowledge of its human resources in accordance with the demands of change. Therefore, there needs to be an effort to make learning a part of work behavior. In other words, how each organization/company is able to make a learning culture or "learning culture" an organizational culture (Jarot Prianggono 2022).

As a result of these two conditions (motivation and organizational culture), the performance of members is also far from optimal. The reality that can be seen by the Water Patrol Sub-Directorate, Ditpolair Baharkam Polri is that there is still work that has been delayed in completion, the targets and work standards that apply in the Water Patrol Sub-Directorate have not been achieved, the use of rest time exceeds the provisions, and the use of Patrol Ship facilities for personal needs (from using telephones, Water Patrol Sub-Directorate tools).

The results of research from (Pradipta et al. 2024) (Supriatiningsih, 2020) state that motivation plays an important role in achieving professional performance in police organizations, because it helps in utilizing resources effectively and maintaining stability. Police members must be motivated in their performance in order to achieve the right goals. In addition to motivation, employee performance is greatly influenced by organizational culture. In an organization, employees create subjective perceptions of the organization based on things like risk tolerance, team pressure, and support. This perception is actually the culture or personality of the organization (Marliani 2019).

This phenomenon reflects the existence of performance problems of members on duty, especially in relation to motivation and organizational culture, which require scientific research responses. From the description above, this study will see how big the relationship between motivation and organizational culture is to the performance of Polri members at the Subdit Patroli Air Ditpolair Baharkam Polri.

Problem Formulation

Based on the background of the problem above, the formulation of the problem in this study is:

1. Is there an influence of motivation on the performance of members at the Patrol Sub-Directorate of Ditpolair Kopolairud Baharkam Polri?
2. Is there an influence of organizational culture on the performance of members at the Patrol Sub-Directorate of Ditpolair Kopolairud Baharkam Polri?
3. Is there an influence of motivation and organizational culture together on the performance of members at the Patrol Sub-Directorate of Ditpolair Kopolairud Baharkam Polri?

2. LITERATUR REVIEWS

Motivation

According to Supriatiningsih & Darwis, (2020) that motivation is a process or component that drives people to behave in a certain way. This process includes finding and assessing unmet needs, determining goals that will meet needs, and determining the actions needed to meet needs. Motivation will drive someone, including auditors, to achieve, commit to the group, and be highly optimistic, (Jaya, et al, 2022).

Organizational Culture

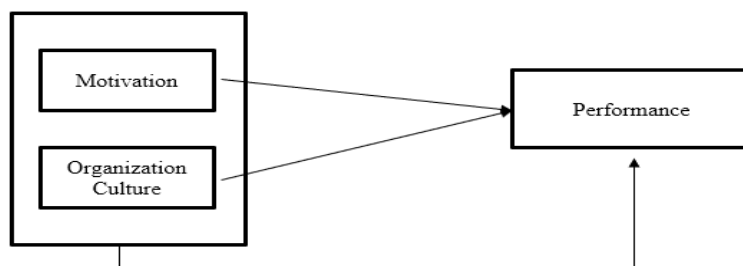
Every organization basically has its own uniqueness in carrying out its organizational activities (Jarot Prianggono 2022). Starting from the way of acting, the values that are used as the basis for acting, the efforts of leaders to treat subordinates, to efforts to solve problems that occur in the organizational environment (Salin et al. 2019). All of these are aspects that are inseparable from organizational culture. In relation to the understanding of organizational culture, (Almeida et al. 2016).

Performance

Performance has a broad meaning, which not only states the results of work, but also how the work process takes place. In this case (Balqis, et al., 2021) and (Wibowo, 2017) stated that performance is about doing work and the results achieved from the work. Performance is about what is done and how to do it. Performance is also the result of work that has a strong relationship with the strategic goals of the organization, customer satisfaction and provides economic contribution (H. D. Supriatiningsih 2023), (Almeida et al. 2016).

Framework

Figure 1. Framework



Source: author's data processing

Hypothesis Formulation

Based on the theoretical review and framework of thought above, the following research hypothesis can be formulated:

- H1 = There is an influence of motivation on the performance of Polri Members at the Water Patrol Sub-Directorate, Dit Polair Baharkam Polri
- H2 = There is an influence of organizational culture on the performance of Polri Members at the Water Patrol Sub-Directorate, Dit Polair Baharkam Polri
- H3 = There is an influence of motivation and organizational culture together on the performance of Polri Members at the Water Patrol Sub-Directorate, Dit Polair Baharkam Polri

3. RESEARCH METHOD

This research was conducted using a survey method. According to Kerlinger, (1973), this research is used to study large and small populations, but the data studied is data by selecting and studying from the population to find the relative indentation, distribution, and interrelation of sociological and psychological variables (Sugiyono 2018). In the context of this research, a survey was conducted to see the influence of two independent variables (achievement motivation and organizational culture) and one dependent variable (Member performance). Scoring of the Likert scale questionnaire used in this study refers to five alternative answers, namely: Always (Sl) and Strongly agree (Ss), Often (Sr) and Agree (S), Rarely (Kd) and less agree (Ks), Sometimes (P) and Disagree (Ts), Never (Tp) and Strongly disagree (Sts).

4. RESEARCH RESULTS AND DISCUSSION

RESULT

Hypothesis Testing

The Effect of Motivation on Member Performance

The results of the regression calculation, correlation, coefficient of determination, and t-test obtained with the help of a computer for the effect of motivation on Member performance, are presented in the following description.

Table 1. Results of the Calculation of the Correlation Coefficient and Determination Coefficient The Effect of Motivation on Member Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619 ^a	.383	.373	6.20911

a. Predictors: (Constant), Motivation(X1)

Source: SPSS processing data

To find out whether the positive relationship is significant or not, the t-test is used which is also used to test the hypothesis. The first hypothesis formulated in this study is:

Ho1: There is no positive and significant influence of motivation on the performance of Members of the Water Patrol Sub-Directorate of the Korpolaairud Baharkam Polri.

Ha1: There is a positive and significant influence of motivation on the performance of Members of the Water Patrol Sub-Directorate of the Korpolaairud Baharkam Polri.

a. If t count < t table ($\alpha = 5\%$, $df = 59$), then Ho1 is accepted and Ha1 is rejected.

b. If t count > t table ($\alpha = 5\%$, $df = 59$), then Ho1 is rejected and Ha1 is accepted.

By using the provisions above, based on the results of the t-test calculation as seen in table 4.16, the t-count value is 6.052. The t-table value uses a significance level ($\alpha = 5\%$) and a degree of freedom of 59, which is 1.701. Because the calculated t (6.052) is greater than the t table (1.701), Ho1 is rejected or Ha1 is accepted, so the conclusion is: there is a positive and significant influence of motivation on the performance of the members of the Water Patrol Sub-Directorate of the Korpolaairud Baharkam Polri.

Table 2. Results of t-test and regression calculations on the influence of motivation

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.100	11.015		.463	.645
Motivasi (X1)	.839	.139	.619	6.052	.000

a. Dependent Variable: Performance (Y)

Source: SPSS processing data

Based on Table 4.16 above, the constant value is 5.100 and the regression coefficient is 0.839 which can then be written in the following equation:

$$Y = 5.100 + 0.839X1$$

From the regression equation, a fixed or constant value of 5.100 appears. This constant value means that when the motivation variable has a value of 0, the Member's performance has a score of 5.100. From the equation above, it is also known that the regression coefficient is positive (0.839), thus illustrating the existence of a directly proportional influence between motivation and Member performance. Therefore, every one-unit increase in the motivation variable causes an increase in Member performance of 0.839 at a constant of 5.100.

The Influence of Organizational Culture on Member Performance

Table 3. Results of Calculation of Correlation Coefficient and Determination Coefficient The Influence of Organizational Culture on Member Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.506 ^a	.256	.243	6.81842

a. Predictors: (Constant), Budaya Organisasi (X2)

Source: SPSS processing data

Based on the calculation results above, the correlation coefficient value (r) is 0.506. The correlation coefficient is positive, reflecting that organizational culture has a positive relationship with Member performance, so the better the organizational culture, the higher the Member performance. Meanwhile, the determination coefficient obtained is 0.256 or when expressed in percentage form is 25.6%. Thus, it can be seen that the good or bad performance of Members is 25.6% explained by the organizational culture variable.

The second hypothesis tested in this study is formulated as follows:

Ho2: There is no positive and significant influence of organizational culture on the performance of Members of the Water Patrol Sub-Directorate of the Korpolaairud Baharkam Polri.

Ha2: There is a positive and significant influence of organizational culture on the performance of Members of the Water Patrol Sub-Directorate of the Korpolaairud Baharkam Polri

Based on the calculation results as seen in table 4.18, the calculated t value is 4.506. The t table value uses a significance level ($\alpha = 5\%$) and a degree of freedom of 59, which is 1.701. Therefore, the calculated t (4.506) is greater than the t table (1.701), then Ho2 is rejected or Ha2 is accepted so that the conclusion obtained is: there is a positive and significant influence of organizational culture on the performance of Members of the Water Patrol Sub-Directorate of the Korpolaairud Baharkam Polri.

Tabel 4. Results of t-test and regression calculations on the influence of organizational culture on member performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.383	12.948		1.034	.306
	Budaya Organisasi (X2)	.784	.174	.506	4.506	.000

a. Dependent Variable: Kinerja (Y)

Source: SPSS processing data

Based on the output of the SPSS program as seen in table 4.18, the constant is 13.383 and the regression coefficient is 0.784. The constant value and regression coefficient can then be written in a simple linear regression equation model as follows:

$$Y = 13.383 + 0.784X_2$$

From the regression equation, the constant value is 13.383. The constant value states that when the organizational culture variable is 0, the Member's performance has a score of 13.383. From the equation above, it is also known that the regression coefficient is positive (0.784), thus illustrating the existence of a directly proportional influence between organizational culture and Member performance. Thus, every one unit increase in the organizational culture variable causes an increase in Member performance of 0.784 at a constant of 13.383.

The Influence of Motivation and Organizational Culture Together on Member Performance

Table 5. Results of Calculation of Correlation Coefficient and Determination Coefficient The Influence of Motivation and Organizational Culture on Member Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693 ^a	.480	.463	5.74681

a. Predictors: (Constant), Organization Culture (X2), Motivation X1)

Source: SPSS processing data

Based on the calculation results as seen in table 4.19, it is known that the correlation coefficient value (r) is 0.693. The correlation coefficient obtained is positive, reflecting that motivation and organizational culture have a positive relationship with Member performance, so that the higher the motivation and the better the organizational culture, the higher the Member performance. Conversely, the lower the motivation and the worse the organizational culture, the lower the Member performance.

From the table above, the determination coefficient is also known, which reflects how much the independent variable contributes to the dependent variable, which is 0.480; or when expressed in percentage form, 48%. Thus, it can be seen that the high and low performance of Members can be explained by the motivation and organizational culture variables by 48%.

Furthermore, the third hypothesis tested in this study is as follows:

Ho3: There is no positive and significant influence of motivation and organizational culture together on the performance of Members of the Sub-Directorate of Water Patrol Korpolaairud Baharkam Polri.

Ha3: There is a positive and significant influence of motivation and organizational culture together on the performance of Members of the Sub-Directorate of Water Patrol Korpolaairud Baharkam Polri.

Table 6. Results of the F-Test Calculation of the Influence of Motivation and Organizational Culture on Member Performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1771.259	2	885.629	26.816	.000 ^a
	Residual	1915.496	58	33.026		
	Total	3686.754	60			

a. Predictors: (Constant), Organization Culture (X2), Motivation(X1)

b. Dependent Variable: Performance (Y)

Source: SPSS processing data

Based on the calculation results as seen in table 4.20, the calculated F value is 26.816. The F table value using a significance level of 5% and a degree of freedom of 58 is 3.34. Because the calculated F (26.816) is greater than the F table (3.35), Ho3 is rejected or Ha3 is accepted, so the conclusion is: there is a positive and significant influence of motivation and organizational culture together on the performance of Members of the Water Patrol Sub-Directorate of the Korpolaairud Baharkam Polri.

Table 7. Results of Regression Calculation and t-Test of the Influence of Motivation and Organizational Culture on Member Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-20.855	12.880		-1.619	.111
	Motivation(X1)	.684	.137	.505	5.006	.000
	Organization Culture (X2)	.515	.156	.332	3.298	.002

a. Dependent Variable: Performance (Y)

Source: SPSS processing data

Based on the SPSS program output as seen in table 4.21, the following multiple linear regression equation model is obtained:

$$Y = -20.855 + 0.684X1 + 0.515X2$$

From the regression equation, the constant value is -20.854. The constant value shows that when the motivation and organizational culture variables are valued at 0, the Member performance score decreases by 20.854. From the equation above, it is also known that each regression coefficient has a positive value (0.684 and 0.515) so that it illustrates the existence of a directly proportional influence between motivation and organizational culture on Member performance; where every increase in one score of the motivation variable causes an increase in Member performance of 0.684 and an increase in one score of the organizational culture variable increases by 0.515 at a constant of -20.854.

Discussion

Motivation affects performance,

Motivation affects performance, so it can be seen from the existence of important aspects in motivation, which are important factors in efforts to achieve optimal performance. As stated by (Melinda and Wardhani 2020) that aspects of motivation include: responsibility, considering risks, feedback, creativity, innovation, task completion time, and the desire to be the best. Furthermore, in his theory known as the need for achievement theory, Sormin and Rahayu (2020) state that the need for achievement is a driving force that motivates a person's enthusiasm, because the need for achievement will encourage a person to develop creativity and actualize all the abilities and energy they have in order to achieve maximum achievement. (Farida and Lestari 2023) also revealed that motivation is a driving force that motivates a person's enthusiasm, because the need for achievement will encourage a person to develop creativity and actualize all the abilities and energy they have in order to achieve maximum achievement. This finding is also consistent with the opinion of (Kamaruddin 2021) who noted that empirical studies of various motivation theories can explain 20% of the variation in performance. In line with that, (Aliyyah et al. 2021) stated that currently efforts to improve organizational performance are based on the ability to motivate members through a pay for performance system. Other studies that examine the relationship between motivation and member performance include those conducted by (Pradipta et al. 2024), the results of which are that good motivation based on work performance has an influence on member performance.

Work culture affects performance,

Meanwhile, regarding the influence of organizational culture on Member performance, it can be explained that organizational culture is the fundamental values and spirit in managing and organizing a company or organization (Jarot Prianggono 2022). From this understanding, it is clear that organizational culture has a very important role for the organization, because it underlies the nature of the organization in carrying out its activities. In addition, organizational culture is also important to help members of the organization understand the environment and determine how to respond to it, which will ultimately reduce tension, uncertainty and chaos. By reducing tension, uncertainty and chaos, a more conducive organizational condition will be created so that it can encourage Members to be more enthusiastic in working and ultimately improve their performance. This is in line with the results of research from Organizational culture also has a number of strategic functions that can be used to improve performance. According to (Zainuddin and Nasikhah 2021) and (Hefrizon 2014), corporate culture affects company performance, especially in companies that have a culture that is in line with strategy and can increase employee commitment. Job satisfaction and encouragement for creativity can improve company performance. The realization of high Member commitment in the organization will automatically be followed by their enthusiasm in working. The function as the growth of this commitment is a logical consequence of a sense of belonging to the organization. Included in the commitment is the willingness to sacrifice and work sincerely for the success of the organization. the success or failure of the company in the future.

Motivation and Culture Simultaneously work affects performance

Motivation and Culture Simultaneously work affects performance, work motivation and organizational culture do not stand alone; both interact and affect member performance. High motivation can strengthen a positive culture, while a strong organizational culture can increase motivation. For example, if the organizational culture supports and rewards achievement, members will feel more appreciated and motivated to work better. Conversely, motivated members can contribute to strengthening a positive culture by demonstrating good work ethics and supportive attitudes. This is in line with the results of research from (Latuny 2021) (Jarot Prianggono 2022).

5. CONCLUSION AND SUGGESTIONS

Conclusion

From the results of the study, the following can be concluded: There is a positive and significant influence of motivation on the performance of Members of the Water Patrol Sub-Directorate of the Korpolarud Baharkam Polri. There is a positive and significant influence of organizational culture on the performance of Members of the Water Patrol Sub-Directorate of the Korpolarud Baharkam Polri. There is a positive and significant influence

of motivation and organizational culture together on the performance of Members of the Water Patrol Sub-Directorate of the Korpolaairud Baharkam

Suggestions

The motivation of Members of the Water Patrol Sub-Directorate of the Korpolaairud Baharkam Polri needs to be further improved because it has been empirically proven to have a positive and significant influence on their performance. Efforts that can be made include raising the intrinsic motivation of Members through the provision of non-financial awards in the form of praise, certificates, or even work challenges that can really invite the enthusiasm of Members to work more optimally. In addition, it is also a good idea to improve compensation that can really cover the living needs of Members properly and develop a fairer and more transparent career and promotion system. The organizational culture of the Water Patrol Sub-Directorate of the Korpolaairud Baharkam Polri needs to be developed in a more conducive direction because it has been empirically proven to have an effect on the performance of Members. One of the efforts that can be taken in this direction is trying to implement the values of the organizational culture that have been proven to improve the performance of Members. It is also good for Members to try to accommodate new cultural values that are seen as more promising for progress for themselves and the organization and to leave behind the old organizational cultural values that clearly do not support the development of Member performance. In addition, leaders must demonstrate a high commitment to their organization and provide examples and become role models in implementing organizational values. Providing this example is very much needed by Members who will determine success in fostering commitment and upholding cultural values.

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