

THE ROLE OF SPIRITUAL LEADERSHIP AND WORK ETHIC IN INCREASING PRODUCTIVITY

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ABSTRACT

This study aims to examine the role of spiritual leadership and work ethic in increasing productivity. The research method used in this study is a qualitative method, by employing a case study approach, data analysis used is reduction, data display and verification. The result of this study stated that spiritual leadership at BSM has a role in increasing productivity, so does the work ethic also has a role in increasing productivity. The increased productivity was indicated by an increase in the performance of BSM Area Malang, namely the achievements of profit targets in 2019 listed in the contribution margin report and BSM Area Malang could be the best in terms of profitability among BSM in other areas.

1. Introduction

Bank Syariah Mandiri (BSM) was present in Indonesia in 1999 and it is the sharia bank with the largest market share in the Islamic banking industry in Indonesia. According to BSM's annual report (2017), the market share includes assets, third party funds and financing. Market share of assets in 2017 was 20.73%, third party funds 23.27% and financing 21.24%, with total savings held of 29,238 billion.

According to Aulia's research, (2017) which states that leadership has a very strong role in productivity, which is 81.8%. Meanwhile, according to research (Kumari and Dutta, 2019) which states that work ethic has an influence on increasing productivity. Therefore, leaders have an important role, so as work ethic is also being the spearhead for the sustainability of the company. The application of spiritual leadership values to the business sector in Indonesia has made business more ethical than just looking for the financial aspects (Muhammad Helmi et al, 2019). BSM Malang Area, as one of the elements in Bank Syariah Mandiri, is pushed to improve itself so that the company's productivity, which has been proven by achievements in finance and social awareness, can be maintained or developed. Of course, in this self-improvement process, elements of

sharia should not be put aside because BSM comes with Islamic values.

The concept of spiritual leadership is a universal leadership concept that is adaptive to answer the challenges of the 21st century era, that full of changes that could not be answered by current organizational leadership (Rahmawaty, 2016). In accordance with Rahmawaty's research (2016) which states that spiritual leadership has a positive and significant role in improving employee performance. This shows that leadership has become an important factor that determines the success of an organization. Ideal leadership in an organization can improve the performance of its employees, and vice versa. Therefore, the application of a spiritual leadership model in a company will be able to inspire and motivate all employees in achieving vision and organization's culture based on spiritual or Islamic values, which in turn can increase organizational commitment and employees' performance productively. In research conducted by Wan Daud and friends (2014), stated that spiritual leadership has an important role in company performance. Leadership is one of the determine factors in a company's continuity. If a leader succeeds in increasing the morale and enthusiasm of his employees, then the productivity level will be high. Giving attention to human resources is one of the demand of a leader in the whole efforts to increase work productivity.

The work ethic also has an equally important role in increasing productivity, this is due to that the work ethic concerning the spirit of life, enthusiasm for work, getting knowledge and improving skills in order to build a better life in the future (Tebba, 2016).

Employees need to be emphasized to have work ethic constantly and be given facilities in improving their skills in order to contribute to the company's productivity. This is also supported by other theoretical statements that work ethic begins with the character of each employee, work ethic is a set of positive work behaviors that are rooted in strong awareness, fundamental beliefs, accompanied by total commitment to the integral work paradigm (Saleh and Utomo)., 2018

This seems to be in accordance with the results of research conducted by Kumari and Dutta (2019) that work ethic has a positive influence on employee work productivity. According to Al Faruqiy (1977), basically humans are created to work, work is their worship. A good Muslim is someone who wants to work because there is no success, goodness, benefit or changes from a bad situation to a better one just by staying idle/quiet but by working that is suitable with their own respective field. (Asifudin and Sunanda, 2004). According to Ningsih (2017) An understanding of the partial relationship of work ethic variables to work productivity, the substance is that if physical evidence (Work Ethic) has good value directly, the level of work productivity will increase.

It looks different from the research conducted by Heru Sulisty (2009) which states that spiritual leadership has no influence on employee performance. Likewise, research conducted by Achmad Faisal and friends (2017) which states that work ethic in practice is not able to increase company productivity. Another research gap also appears in research conducted by (Hakim Abdul, 2012) which shows that the responsibility of employees of PT. Bank Muamalat Indonesia in Central Java in terms of its work, is in a good category quantitatively, but qualitatively is in an incomplete category (kaffah), because it seems that the company's work standards are only for realizing the goals of company organization which are generally dominated by materialistic concepts without including spiritual values which is absolutely realized because as a muslim only works for the pleasure of Allah. When spiritual leadership has been implemented in BSM Malang Area, it is expected that spiritual character will also have an impact on the spiritual attitude of its employees in showing their work ethic in order to increase company productivity.

The the company's productivity should always be increased continuously. Productivity contains understanding of concept of economic, philosophical, productivity regarding to human efforts or activities to produce goods or services that are useful for meeting the needs of human life and society in general. As a philosophical concept, productivity contains of a view of life and a mental attitude that always strives to improve the quality of life namely today's conditions must be better than yesterday, and the quality of tomorrow's life must be better than today. The feasibility of productivity is reflected in the amount of production, product quality, effectiveness and efficiency and realization of employee's satisfaction at the maximum level. Therefore, the society should be directed at the development of a productive personality so that the feasibility of production can be achieved (Hamid Mursi, 1999)

2. RESEARCH METHOD

The research method used is a qualitative method with a case study approach. Qualitative research is interpretive research, in which the researcher involved in continuous experience with the participants. In the qualitative research process, this involvement will lead to a series of strategic, ethical, and personal problems (Creswell and John, 1994). In this case, the intention is to find out futhermore about various matters related to the role of spiritual leadership and work ethic and the affect on the employee productivity in the Bank Syariah Mandiri Malang Area, where employees under the coordination of the Bank are considered to have proven this influences in the last period.

The research approach used a case study approach. This approach was chosen because it is a more suitable strategy if the main question of a research concerning how to present essential meanings of the role of spiritual leadership and work ethic towards increasing productivity in working at Bank Syariah Mandiri qualitatively and how to ensure that the interpretations made by researcher is reliable.

The type of data used is qualitative data which is not merely numbers or data which is only information that cannot be expressed in numerical form. Dividing the types of data into four, namely words and actions, written data sources, photos, and statistical data. (Arikunto and Suharsini, 2006). The sources of data used in this study are primary data obtained from direct observation of the object researched. The data that will be obtained, is in the form of information from related informants, namely

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employees of Bank Syariah Mandiri Malang Area. Besides that getting them from the archives and records of the informant related to the object of the research. The data will be completed by using the documentation from the data obtained

In determining informants, there should be an understanding of the positions with various roles and their involvement, with the possibility of access to information they have, are accordance with the research need. Determination of informants in qualitative research uses purposive sampling technique, namely the method of determining informants who are elected deliberately on the basis of certain criteria or considerations. These techniques are not used for generalizing or representing populations, but for representing his information. Determination of informants is done by selecting informants who are considered to know the information and the problem in depth and can be trusted being solid source of data (Sutopo, 2002).

In this study, the validity test used was the triangulation method to ensure the validity of the data obtained during the research process. Triangulation is the most commonly used method for increasing validity in qualitative research. According to Creswell (2017) triangulation is by examining different sources of information data by examining the evidence that comes from these sources and using it to build justification themes coherently. If themes are built based on a number of data sources or participants' perspectives, this process can add to the validity of the research. The triangulation method used is the triangulation of sources and methods. Source triangulation was done by extracting data through interviews with several informants related to Bank Syariah Mandiri Malang Area. Triangulation methods are used to check the correctness of the interview results by matching them with the archives and documentation owned by the Malang Area Syariah Mandiri Bank as well as the results of observations by researcher in the field.

3. RESEARCH RESULTS

1.1. The Role of Spiritual Leadership in BSM Malang Area on Increasing Productivity

The leadership role of BSM Malang Area in increasing productivity is as an inspiration. Malang Area BSM leader always provides inspiration in fostering a spirit of monotheism or closeness to Allah SWT and professionalism of work with concepts (sidq, tabligh, amanah and fathonah). The attitudes of sidq, tabligh, mandate and fathonah include always be trying

to provide peace of mind to his subordinates, providing peace of mind by inviting more worship such as daily morning prayers (W / P1 / R1A / T4) these activities have become a culture in the institution BSM and attended by all employees in BSM Malang Area. In addition, the next form of giving peace of mind can be seen from the character and ethics of BSM Malang Area leaders in interacting with other people, both with employees and customers (W / P3 / R1J / T13), which shows that he is a leader who still holds the principles of sharia (W / P6 / R1A / T4), for example going to the mosque diligently and often inviting employees to go to the mosque together when prayer time comes.

Besides of the attitude of sidq, tabligh, amanah and fathonah, is a consistent attitude between words and actions. The leader of BSM Malang Area likes to motivate and contribute to the problems experienced by his employees (W / P2 / R1B / T5). He does not hesitate to ask directly to the branch leaders about the problems that occurred in the field, then discussing and providing the right solutions that can be applied to problems that occurred in each division. The leader of BSM Malang Area is also a leader who likes speaking honestly from the heart even though sometimes this makes employees offended, but the purpose is to increase employee motivation (W / P6 / R1C / T6). It takes the form of a warning for employees who have not reached the target, of course, this is done after the leader discusses the chronology of the problem

The employees of BSM Malang Area (branch leaders) are accustomed to creating a strategy to achieve the desired results. This is realized because the leader is a leader who always gives confidence for his employees to be creative freely in determining strategies in their work as long as the process is in accordance with sharia principles and values, as stated in the interview evidence, we usually carry out an agenda to discuss what strategies to do, which can be directly applied in the field, what is the problem, every branch's problems are dissected, what is lacking in the problems (W / P3 / R1E / T8). Also the leader of BSM Malang Area always teaches to carry out the process to achieve a result, according to him the definite results will follow a process that has been done. Good results depend on good processes (W / P1 / R1B / T5). The emphasis on this process is a manifestation that the leader is a leader who emphasizes the form of responsibility to his employees, the form of responsibility is given so that the employees work with paying attention to the process. By paying attention to the process, there will be no worries if the employees will

justify any means to achieve the desired results.

Delegating of the work to branch leaders properly is also carried out by BSM leader and this is solely done because the employees under him, do have the ability to complete the work as stated in the interview "it is appropriate, bro, there are implementation of works between the branches has done, from branch to their marketing it has been done" (W / P3 / R1G / T10). Branch leaders are independently responsive and always try to solve any problems that occurred in their work. The existence of independence in solving these problems is a manifestation of the expertise possessed by employees in the field of work where they belong to the section. So that, this expertise reduces the dependence of employees on their leader. This is a form of placement of employees in the right position, carried out by the leader of BSM Malang Area to achieve company targets

Creating superior competencies, BSM leader put less pressure on their employees (W / P5 / R1H / T11), because if they are given great pressure, it is worried that they will deceive to each other among the employees. In addition, BSM leader also give his employees freedom in developing themselves to support their career success, which will have an impact on the company's success as well.

BSM Malang Area leader often gives emphasis to his employees at the forum, the emphasis can be in the form of motivation or new knowledge for their employees. In addition to communicating in forums, also communicating via online with the aim of building closeness and giving new enthusiasm to employees (W / P5 / R1J / T13). Those are proving that the BSM leader is a clever leader in making speeches and communications.

Applying the spiritual leadership character that has been applied by the leader of BSM Malang Area above, it has an impact on increasing the productivity of BSM Malang Area, including the increased productivity in the quantity of work or years of service of BSM Malang Area employees who have been working on average 8.5 years. Just like the following interview "I have worked here for 10 years". (W/ P6/ R1.2A /T20). Of course 8.5 years it's not a short period for an employee, that proved his integrity to the company. A spiritual leader figure has been able to create a comfortable work environment where the leader and his employees have a positive attitude to develop the company constantly.

Spiritual leadership in BSM Malang Area has been able to increase productivity in BSM Malang Area, namely in the quality of the

company's performances as stated in the branch's profit performance report (*contribution margin*) under the coordination of the Surabaya region office VI. Year to year, December 2018 and December 2019, showed that the profit of BSM Malang Area in 2019, is green, which means that it has been able to reach the target with a value of 108.62%, even the highest in the East Java Bali Regional Office (derived from secondary data). Besides, the work ethic of BSM Malang Area employees also has a role in the punctuality of work completion as shown by the effectiveness of working time, namely there was no overtime work performed by employees in BSM Malang Area (W / P5 / R1.2C / T22).

1.2. The Role of Work Ethics of Malang BSM Employees in Increasing Productivity

Work ethic of BSM Malang Area employees has a role in increasing productivity, it can be shown that the work ethic of Malang BSM Area employees are in accordance with the criteria's indicators in this study. These indicators include the form of responsibility, those were the responsibilities that have been given by Malang Area BSM employees, among others, were to complete the work quickly and did not required the completion time, too long (W / P1 / R2A / T14), taking the initiative to find a new strategy, for example, stretching out their hands to help and facing the customers directly.

Other forms of activity, for example mapping or reviewing to see employees in the team who have low productivity and performance (W / P5 / R2D / T17), and aiming to make perfect the work of teammates who are still lacking, hoping that the points obtained by the employee can increase.

Employees in BSM Malang Area also have high work morale because they are motivated that the Syariah/Islamic industry in the future will be very brightly developed and careers in BSM Malang Area are very wide open (W / P1 / R2B / T15). Besides that, the feedback given by BSM is also appropriate and reasonable, giving rewards in the form of umrah, the work environment of BSM Malang area is very good and comfortable, getting better in BSM Malang area because of fulfilling physical and spiritual needs, life is more blessed because it is kept away from usury (W / P7 / R2B / T15), easy access to work because each case does not take long to communicate with others, and feel very grateful for working at the largest Syariah/Islamic Bank in Indonesia (W / P8 / R2B / T15). From the work motivation that was conveyed above the employees of BSM Malang Area seemed very eager to contribute to BSM Malang Area, thus

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will improve the performance of these employees.

The employees of by BSM Malang Area could show the discipline attitudes including the obligation to perform achievement and monitoring for employees (W / P6 / R2D / T17), listening directly to the seniors, namely supervisors in the area manager or their subordinates, reporting either written or via WA every day performed by the employees. BSM Malang Area employees (supervisors) are also able to show a diligent attitude, including in paying attention to their subordinates diligently, for example giving work contributions, the presence of special coaching that is carried out for employees under supervisors and the impact will be seen at the end of the year (W / P3 / R2D / T17). Other persevering is also shown by the

employees (supervisors), namely by finding solutions to the other problems of employees, for example, the decreased performance of their subordinates, it could be caused by improper positioning. Diligent in evaluation has also been carried out in order to find out one's own abilities and achievements at work (W / P2 / R2D / T17).

The importance of a serious attitude that the employees should have, among others, can be realized in completing work by the more sharpened self-skills, seriousness in managing intentions when starting work, always teaching an attitude of mutual understanding and comprehending, serious and consistent in providing services to housing developers as partners (W / P1 / R2E / T18) .as well as being serious in creating unique work programs for the employees as the supervisor's subordinates, for example greenbox in the morning and evaluation in the afternoon (W / P5 / R2D / T17). The employees of BSM Malang Area have been able to show an attitude of maintaining dignity and honor, especially in maintaining dignity and honor in front of customers. For example if a customer complains, it should be solved fastly (W / P7 / R2E / T18), always be maintaining communication while adhering to ethics and manners. Independent attitude is also seen in the personality of Malang Area BSM employees, particularly be independent in solving work problems and in learning new things constantly.

Bagusnya etos kerja para karyawan di BSM Area Malang ternyata memiliki peran untuk meningkatkan produktivitas BSM

The good thing of the work ethic of the employees in BSM Malang Area has a role in increasing the productivity of BSM Malang Area, namely in the quantity of work or years of service of BSM Malang Area employees who have been working on average 8.5 years. Just like the following interview "I have worked here for 10

years". (W/ P6/ R1.2A /T20). Of course 8.5 years it's not a short period for an employee, that proved his integrity to the company. A spiritual leader figure has been able to create a comfortable work environment where the leader and employees have a positive attitude to develop the company constantly.

Furthermore, it also plays a role in increasing productivity in the quality of company work as shown by as stated in the branch's profit performance report (*contribution margin*) under the coordination of the Surabaya region office VI. Year to year, December 2018 and December 2019, showed that the profit of BSM Malang Area in 2019, is green, which means that it has been able to reach the target with a value of 108.62%, even the highest in the East Java Bali Regional Office (derived from secondary data). Besides, the work ethic of BSM Malang Area employees also has a role in the punctuality of work completion as shown by the effectiveness of working time, namely there was no overtime work performed by employees in BSM Malang Area (W / P5 / R1.2C / T22).

4. CONCLUSION

The spiritual leadership that has been practiced by the leaders of BSM Malang Area fits perfectly with BSM's background as a bank labeled as sharia. Besides, the figure of the leader of BSM who is always diligent in worshiping has an impact on the way of leadership in developing BSM Malang Area, among others, the leader is more concerned with the process than the results in working. Unconsciously this concept turns out to be able to foster a loyalty attitude towards its employees, without realizing it, employees have more peace of mind and are not always oriented towards results or material so that employees feel comfortable working in BSM Malang Area as indicated by the quantity or long working period, besides that the orientation to the process, in fact, it was able to encourage enthusiasm and innovation for its employees, so that they were capable to achieve the contribution margin and it has impacted on the effectiveness of time, spent for working and this would lead in increasing productivity in BSM Malang Area. The results of this study indicate disagreement with research conducted by Heru Sulistyono (2009) which states that spiritual leadership has no effect on productivity.

The work ethic owned by the employees of the BSM Malang Area is not only worldly oriented, but their work ethic also contains elements of monotheism or is in

accordance with sharia values. It can be seen that many informants think that their work motivation is not only due to material matters but also because of a religious environment, good and virtuous friends and a grateful nature for the blessings of Allah has given to them so that they are able to work in the banking world. Therefore, the employees of BSM Malang Area always stay for a long time because they feel comfortable at work, achieving a contribution margin or work quality is also a manifestation of work motivation which is not only supported by material but also immaterial, as well as effectiveness or timeliness in working increased as well, since an employee who is able to apply a religious attitude in himself will respect the time and make the best use of it. The results of this study indicate disagreement with research conducted by Achmad Faisal A and friends which states that work ethics in practice are not able to increase company productivity.

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