

Management and Development of Productive Waqf In The Hospital Publicly Health Centre (PKU) 'Aisiyyah Boyolali City

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Abstracts

Waqf managing and enhancing the property is the productif process from waqf itself. Waqf is either made by Nazhir or cooperate with other parties in achieving Waqf's objective. Research aim is to understand the management and development of productive waqf that exist in the hospital "PKU 'Aisiyyah" Boyolali. It is a qualitative study through descriptive analysis. Data analysis relies on descriptive, analytical and concluding methods. Within Productivity Management Waqf, has a management strategy. Management has four things to achieve its success, planning, organizing, directing, and also supervision. PKU 'Aisiyyah Hospital develops productivity waqf by land expansion, upgrading hospital tools, providing assistance to who are entitled to receive assistance and conducting treatment. In its management, management of Waqf Hospital should be more thorough in its management process and pay more attention to collecting data on Waqf productivity

outcomes. In its development, productive Waqf enhancement programs have to be improved.

Keyword: Management, waqf, development, productive waqf, hospital

INTRODUCTION

Waqf is becoming one of the instruments of economic development that can contribute to prosperity, economic improvement and also a way to solve the problem of Muslims. Waqf in Indonesia has a significant contribution to society, and also has tremendous potential. According to research conducted by CSRC UIN Syarif Hidayatullah and has been identified by the Ministry of Religious Affairs, Indonesia has 154 hectares which is assessed with a currency of 590 trillion. Also according to Waqf Empowerment Management, waqf land assets in Indonesia amounted to 2,171,041,349.74 m².¹ Waqf management should be based on good management, in order to achieve the right waqf objectives and in accordance with Regulation No. 4 of 2010 on waqf property management and development guidelines, in Chapter I, Article 1, Number 5 stating that Waqf Property Management and Development is the process of producing waqf property either done by Nazhir himself or working with other parties to achieve the wakaf objectives.²

Waqf has been widely viewed as a benefit to the community as a whole, for example mosques, schools, hospitals, roads, bridges, etc. Waqf plays a role in equalising the level of social well-being. Law No. 41 tahun 2004 on waqf has also written the waqf function that waqf serves to realize the potential and economic benefits of waqf property for the benefit of worship and also to advance the welfare of society in general.³

Boyolali is one of the cities with a predominantly Muslim population of nearly 1,097,246 million.⁴ The waqf potential in this area is also substantial, as is the case for the waqf plot data of 1,108,027.5 m².⁵ The field is used for various facilities, mosques, madrasah, foundations, hospitals, buildings, which are used for the benefit of the surrounding community. One kind of waqf to

¹ Nasrul Fahmi Zaki Fuadi, "Wakaf Sebagai Instrumen EKonomi Pembangunan Islam," *Economica: Jurnal Ekonomi Islam* 09, no. 01 (2018).

² Badan Wakaf Indonesia, *Himpunan Badan Wakaf Indonesia* (Jakarta: Badan Wakaf Indonesia, 2012).

³ Riyanto, "Optimalisasi Pengelolaan Wakaf (Studi Di Kabupaten Demak)," *Al-Adalah* 14, no. 02 (2017): 335.

⁴ BPS, "Jumlah Penduduk Menurut Kecamatan Dan Agama Yang Dianut Di Kabupaten Boyolali."

⁵ Kemenag, *Data Tanah Wakaf Menurut Kegunaannya* (Boyolali, 2018).

Boyolali is the PKU Aisiyyah General Hospital. This hospital is one of the private hospitals belonging to the union of Muhammadiyah and managed by the regional management 'Aisiyyah Boyolali Regency in the field of the Health Assembly. The first was established as a maternity home and processing centre on August 2, 1999, occupying the family waqf Haji Jalal Sayuti.

Management and Development of Productive Waqf In The Hospital Publicly Health Centre (PKU) 'Aisiyyah Boyolali City

The issue that will be discussed by the researchers is the way to manage and develop productive waqf in the hospital of the Public Health Center (PKU) 'Aisiyyah Boyolali. In this study, the authors will describe how waqf management at PKU 'Aisiyyah Boyolali manages and develops waqf annually.

Management

Management is a process or framework that involves directing a group of people towards the organization's goal or with real intention. There are three levels of organisation, namely:

1. Top Management, The person holding the position of Top Management is called the Top Manager in charge of the entire company.
2. Middle Management, Middle Manager is responsible for the work, implementation of goals, strategies and policies. Established by the senior manager and who coordinates and directs the activities of front-line managers as well as operational employees.
3. Front-line management, front-line management, directly oversees people. Front line management, front line management, oversees employees directly.

Management terms refer to efforts made for a specific purpose by making the best use of the resources available within the organization.⁶ According to Ahmad Ibrahim Abu Sinn, management is perceived as a collected, systematic and accepted knowledge in relation to universal truths about management. And Ahmad al-Shabab said that management is a process conducted by deploying resources to achieve the stated objectives. Management is a process that makes it easier to carry out activities with a common goal.⁷

⁶ Indra Sholeh Husni, "STUDI LITERATUR: MANAJEMEN PEMBINAAN JAMAAH HAJI DAN UMRAH MELALUI KEMENTERIAN AGAMA INDONESIA PADA MASA PANDEMI COVID-19," *Multazam: Jurnal Manajemen Haji dan Umrah* 2, no. 2 (2022): 139.

⁷ Suhirman, "Prinsip-Prinsip Pengelolaan Pemanfaatan Tanah Wakaf Guna Peningkatan Kesejahteraan Masyarakat," *Jurnal Magister Hukum Udayana* 04, no. 02 (2015).

Waqf should be entirely managed. Basically management of waqf such as, fundraising and maintain good relationships between partners, positions and communities must be good and productive. In order to succeed in the management of waqf, the management of waqf must be based on the principles of rights, principles of responsibility, professional principles, and principles of social justice. And to understand the purpose of the government itself. In managing the use of productive waqf, it must guide participation principles, law enforcement principles, transparency principles, response principles, principles to guide treaties, principles of fairness, principles of effectiveness and efficiency, accountability, and strategic principles.⁸ To ensure seamless management, management needs to have a clear objective in its implementation, and management's objectives are planning, organizing, leadership and oversight.

Development

Development is any process or effort aimed at improving the quality of an activity. Developing productive waqf is the result of a productive waqf that is managed and can grow ownership more and more. Development is the method, evolution or gesture of development. Development is the process responsible for the creation or alteration of technological services or applications.⁹

Development is a method or process for carrying out land acquisition and reclamation activities, as well as for building facilities and procurement infrastructure for certain activities.¹⁰ Development is a process in which a person or thing grows or changes and gets more advanced. And zones constructed for profit. Leadership development is a process that revolves around how management develops the experience and attitude required for success within the organization. Development activities are designed to be able to solve problems or work according to existing tasks and obligations. Development is the development, extension, transformation and adaptation of existing knowledge, knowledge and skills.¹¹

Development should take place on the basis of existing knowledge, skills and experience. Development can be defined as the organization's planned effort to improve the knowledge, skills and abilities of its employees.

⁸ Ibid.

⁹ Kamus Al-Ma'any, "Pengertian Pengembangan."

¹⁰ Colin McIntosh, *Cambridge Advanced Learner's Dictionary*, 04 ed. (UK: Cambridge University Press, 2013).

¹¹ Margaret Dale, *Developing Management Skills Techniques for Improving Learning and Performance* (London: Kogan Page Limited, n.d.).

Development is used for the improvement of knowledge, skills and abilities. The development puts more emphasis on improving knowledge to do work in the future, implemented through an integrated approach with other activities to change workplace behaviour.¹²

In fact, the development of perpetual funds results from the management of perpetual funds and the assets of perpetual funds can accelerate more and more. A new moratorium may be setup. Development is an effort to improve the technical, theoretical, conceptual and moral capacities of employees in accordance with the needs of the job. It could also be a planned effort by the organization to improve people's knowledge, skills and abilities.¹³

Waqf properties must be managed and developed to maximize results in a failed manner, among others, by collection, production, partnership, trade, agricultural business, mining, industry, technological developments, building construction, apartments, markets, supermarkets, shops, offices, educational facilities, health facilities, and other businesses in accordance with Islamic law.

Productive Waqf

Waqf means to stop and stay in one's original state. The transfer of private property was transferred to an organization that would be beneficial to the community. And waqf literally means stop, wait or be quiet. Technically, waqf is often interpreted as an asset allocated for the benefit of the public as materials or assets are retained while their benefits can be enjoyed for the benefit of the public interest. Waqf is administered administratively by partners that provide perpetual missions or funds of the century. Waqf is the permanent right of ownership of a person or institution stating that the results and benefits of waqf should be used for good consistent with the Religion of Islam.¹⁴

Productive waqf is a program to manage waqf donations from the community, namely through the production of this fund, to generate a surplus or sustained productivity. Waqfs can take the form of goods carried, such as cash and precious metals, as well as stationary items, such as soil and buildings. This productive waqf fund is a source of waqf funds to fund a

¹² Taman Malusa Rahmat, Abdul., Benjamin Bukti., *Pengembangan Sumber Daya Manusia Teori, Dimensi Pengukuran, Dan Implementasi Dalam Organisasi* (Yogyakarta: Zahir Publishing, 2017).

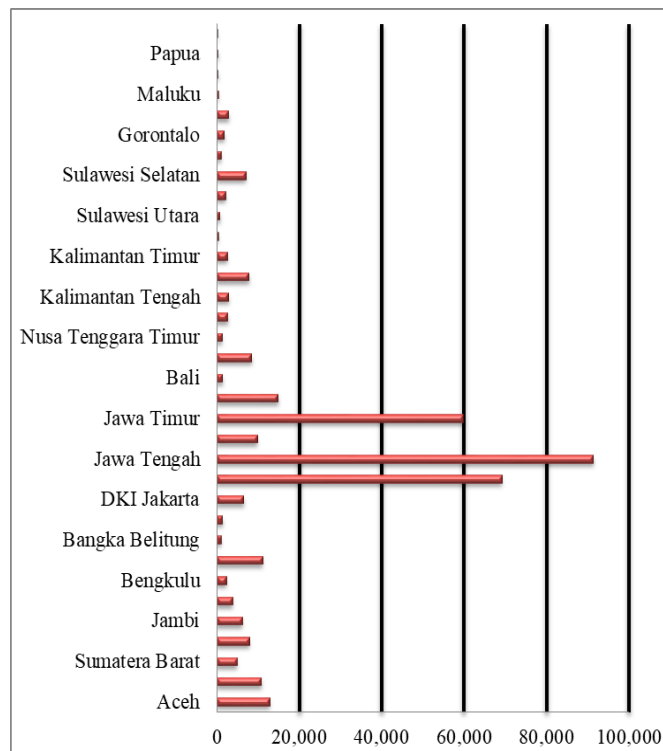
¹³ Masram Mu'ah, *Manajemen Sumber Daya Manusia* (Sidoarjo: Zifatama Publisher, 2015).

¹⁴ Syamsuri, *Ekonomi Pembangunan Islam: Sebuah Prinsip, Konsep, Dan Asas Falsafahnya* (Ponorogo: Unida Gontor Press, 2018).

country's needs, such as education and quality healthcare services.¹⁵ The concept of productive waqf is the endowment of assets used to sustain production, such as in agriculture, industry, trade and services. whose benefits are not directly on the object of waqf, but from the net profit resulting from the development of waqf given to those entitled to it in accordance with the purpose of the waqf.¹⁶

Productivity is a characteristic of output, which is defined as human activity aimed at producing goods or services that consumers then use. Productive waqf is usually in the form of agricultural or agricultural land, commercial buildings, managed in such a way as to achieve profits that are partly used to finance various activities. This means that waqf ownership becomes a source of funding from one community to another.¹⁷

Figure 1
Chart of the number of locations in Wakaf's Indonesian lands.



Source: www.siwak.co.id (data processed by the author)

¹⁵ dan Nashruddin Qusthoniah, "Wakaf Produktif Dan Aplikasinya Di Indonesia," *Jurnal Syariah* 06, no. 01 (2018).

¹⁶ Monzer Khaf, *Sanadat Al-Ijarah Al-Ma'had Al-Islamy Li Al-Buhust Wa At-Tadrib* (Kairo: Dar as-Salam, 1995).

¹⁷ Fahmi Medias, "Wakaf Produktif Dalam Perspektif Ekonomi Islam," *La-Riba: Jurnal Ekonomi Islam* 04, no. 01 (2010).

Wealth under Islam has an important role to play in supporting the welfare of the population. And the presence of assistance funds from the Islamic community has created support for the development of the Muslim ummah. The aim of this research is to provide facilities of the People's Fund to ensure the prosperity of the people by managing waqf in the field of health. The methodology used is the qualitative descriptive method. The findings of this study discussed the management and development of waqf property related to waqf production at the Surakarta Islamic Hospital, particularly at the Waqf Foundation of the Surakarta Islamic Hospital. Where Surakarta Islamic Hospital is the biggest Islamic hospital and is also a hospital whose precursor comes from the object of waqf. Variables studied include, but are not limited to, the productivity of endowment funds, the business model and endowment funds, and the utility of endowment funds. Finally, with proper management of productive waqf, it can produce productive results and can be used to develop waqf again.¹⁸

Nurodin Usman, *Waqf Productivity Management for Health*, 2014. The aim of this research is to describe the health management and development model of the waqf bandha of the Great Mosque of Semarang. This research method is a descriptive qualitative research where data are obtained from observations, interviews and documents. The results of research that the management and development of bandha waqf Semarang Grand Mosque in the field of health has been realized in two forms of health units namely Semarang Grand Mosque Clinic and Central Java Grand Mosque Clinic. Although the health service has been successfully realized, the role of productive waqf from the waqf assets owned by Semarang Grand Mosque to services in the field of health can not be felt. This means that the public has found no significant differences between health facilities operated by waqf institutions and public health facilities operated other than by waqf institutions. Variables investigated by Bandha Waqf, Healthcare, Waqf Productive Management. In conclusion, it is necessary for waqf institutions which can manage and distribute waqf benefits according to the goals of the waqf itself.¹⁹

Methods

¹⁸ Dhimas Reza Rifa'i, "Pengelolaan Wakaf Produktif Di Yayasan RUMah Sakit Islam (RSI) Surakarta," *Falah: Jurnal Ekonomi Syariah* 01, no. 02 (2016).

¹⁹ Nurodin Usman, "Pengelolaan Wakaf Produktif Untuk Kesehatan (Studi Kasus Bandha Wakaf Masjid Agung Semarang)," *Muaddib* 04, no. 02 (2014).

Researchers do descriptive qualitative research. It uses field research. The methodology used is the survey approach. Survey methods are used to obtain data from certain natural or unnatural locations, researchers conduct treatments in data collection, such as observation, structured interviews and so on. Qualitative research will be qualified if the theory of qualitative research, endowed with comprehensive data. In other words, with the completeness of both primary and secondary data. This search is an inductive-deductible search. To define the style, type Equation in the style box. But that style just defines the tab position. To put the equation in the correct place it is enough to press the tab button once.

The data collection techniques used by the authors will use tools for interviewing, observation and documenting research objects. The observations were made at the Muhammadiyah Waqf Institute as well as at the PKU's Aisiyyah Boyolali Hospital. The interview will be conducted with the Waqf Muhammadiyah Institute of the city of Boyolali, the Regional President of Aisiyyah Kota Boyolali, Mrs. Nur'aini Budi Astuti, Board Director of Waqf Muhammadiyah Boyolali, Mr. Abdul Rohmad. Documentation will be obtained from hospital history, and data from the waqf manager of all kinds. The data analysis process will be conducted by researchers before, during and after their entry in the field.

Results and Discussion

History of the PKU Aisiyyah Boyolali Hospital.

PKU 'Aisiyyah Boyolali Hospital is one of the hospitals in the Boyolali region that is a form of productive waqf managed by the institution of muhammadiyah waqf. The hospital was established because in 1999 there was not a single charitable effort in the field of health established by Muslims, and at the time many of the hospitals were run by non-Muslims (Christians). And remember that a lot of Muslims give birth in non-Muslim hospitals or maternities. At this time, Muslims were still weak in faith and economy, which was feared to be the transfer of Muslims to non-Muslims merely because of health and economic things.

The vision of PKU 'Aisiyyah Boyolali Hospital is the realisation of a professional, modern and Islamic hospital as the incarnation of rahmatan lil'alam. Its mission is to become a business charity in the field of health as a means of worship in carrying out da'wah amar ma'ruf nahi munkar, Providing health services to the public professionally, and Realizing the overall islamic image of human facilities and resources. And the purpose of its establishment is to realize the optimal level of health for all walks of life in order to be able

to worship optimally so that it will be achieved by the sakinah family that is self-helped by Allah SWT. PKU 'Aisiyyah Boyolali Hospital was certified by the Hospital Accreditation Committee (KARS) in 2016 and was updated in 2019. PKU 'Aisiyyah Hospital in this accreditation is accredited with the full or five-star version of the National Hospital Accreditation Standard (SNARS).

Judging by the history of his formation, PKU 'Aisiyyah Boyolali Hospital is an indirect or supposedly productive waqf pilot. Due to the beginning of the establishment of PKU 'Aisiyyah Boyolali Hospital from the collection of cash waqf in the form of money from various groups of Muslims in Boyolali. Waqf cash or waqf money is a waqf carried out by a person or legal entity in the form of cash. And from the collection of cash waqf or waqf money, began to build a Hospital PKU 'Aisiyyah Boyolali as one of the charitable efforts of the 'Aisiyyah organization that is still under the leadership of Muhammadiyah organization.

Productive Waqf Management at the PKU Aisiyyah Boyolali Hospital.

In the management of productive waqf in the form of this hospital, the organisation of Muhammadiyah became nadzir who managed waqf, helped by the organisation 'Aisiyyah. This organization has an Agency Waqf Muhammadiyah to help with the implementation of existing tasks. With the assistance of the Aisiyyah, a division was formed which dealt with the charity of the company. And in this hospital there is a health board section of the 'Aisiyyah organisation that helps in its management.

In managing productivity waqf, nadzir has a strategy in his management. That is, by developing the hospital so that it is more spacious, more comprehensive and by developing services for the community. This hospital is also run by da'wah from every side. And all employees are oriented to be highly empathetic. Because the hospital is run for the purpose of supporting each other.

There are four elements to success: planning, organizing, leadership and supervision. In this case, the PKU 'Aisiyyah Hospital conducts the following:

1. Planning, in the management of this hospital has done a 5-year strategic plan and has also done an annual report.
2. Organisation, within the organisation of the PKU 'Aisiyyah hospital has an execution structure.
3. Supervision, in each agency will be found oversight council. And in implementing PKU 'Aisiyyah Hospital of the Board of Directors, namely the Health Assembly.

4. Leadership, in terms of dreams, is driven by the existing organizational structure, and there are also rules in its design, especially in the exercise of authority. To achieve various things that are in management, PKU 'Aisiyyah hospital has regulations that can be called Hospital by Laws (HBL) or internal hospital regulations and charitable guidelines of 'Aisiyyah efforts between the 'Aisiyyah Regional Leadership, the Health Assembly, and also the manager of the PKU 'Asiyyah hospital.

In its management, the hospital's output productivity continues to increase. Productivity improvements also range from 15% to 20%. With the increase in productivity each year, its a productive land waqf that starts with this empty land is growing and developing while the hospital goes bigger. And its productivity results are also used to develop hospitals, and for organisational and people-related things.

Each management and development of something has strengths, opportunities, threats and weaknesses. On the strength side; The location of the hospital is very strategic located on the main line Semarang-Solo, easy to reach and easy marketing to capture market opportunities, The total amount of energy is sufficient for service needs, health equipment is quite complete and continues to increase in number every year. On the side of opportunity; PKU 'Aisiyyah hospital has the potential to capture the market share of people ranging from the lower, middle, and upper classes, the needs of the community towards specialist services are increasing, and the number of general patients continues to increase year after year. On the threat side; Competition between hospitals is increasingly intense, rival hospital rates are lower, and the trend of increasing market maturity is critical to the quality of service, thus increasing the demand from customers towards substandard services. On the low side; parking spaces are limited resulting in frequent congestion, and the service standard has not been fully implemented.

Analysis

To develop productivity waqf requires many resources. PKU 'Aisiyyah Hospital develops its productivity waqf by promoting land expansion, upgrading and adding hospital tools, providing assistance to those eligible for assistance and providing care.

The output of productivity waqf has used to develop the activities and charities of other Muhammadiyah businesses. As in the case of funding for orphanages managed by the own organization of Muhammadiyah. That result is necessary to fund the children of the orphanage. This result is also used to give zakat of business results to 8 asnaf who need, for the dhuafa, for school

activities that are also managed by Muhammadiyah and 'Aisiyyah organizations. There have been significant developments in the property holdings of this hospital between 1990 and 2019. This is one of the proofs of the changing productivity outcomes of the hospital waqf PKU 'Aisiyyah Boyolali.

Table. 2 PKU Aisiyyah Boyolali Hospital Land Holdings 2019

No	Tahun	Luas Tanah	Harga
1	1990	915m ²	Rp 549.000.000
2	1990	550m ²	Rp 330.000.000
3	-	715m ²	Rp 922.199.500
4	2000	340m ²	Rp 170.000.000
5	2007	240m ²	Rp 340.000.000
6	2007	252m ²	Rp 104.000.000
7	2009	424m ²	Rp 106.000.000
8	2009	153m ²	Rp 114.750.500
9	2010	500m ²	Rp 90.000.000
10	2011	170m ²	Rp 750.000.000
11	2014	823m ²	Rp 1.234.500.000
12	2016	600m ²	Rp 1.250.000.000
13	2018	1050m ²	Rp 4.350.000.000
TOTAL		6732m ²	Rp 10.310.450.000

Source: Data on PKU's property assets 'Aisiyyah Boyolali Hospital Year 2019.

Hospitals with waqf status will need a program to develop the productivity outcomes. Below are some of the priority programs in the development of the Hospital:

1. The improvement of the quality of the service is made with quality assurance affecting each service in the hospital.
2. Excellent service, delivering excellent service as basic medical services are fast, accurate and economical.
3. Cooperation, confidence and sympathy are linked with social business organizations, cooperatives, and so on with the support of Muhammadiyah and 'Aisiyyah.
4. Optimum improvements to facilities, facilities and infrastructure will be developed and managed effectively and efficiently in response to community needs.
5. Efficient marketing, in order to develop PKU 'Aisiyyah Hospital requires marketing to the community on the excellence and image of the hospital that is Islamic.

In the long term, modern and professionally managed waqfs are supported the achievement of Sustainable Development Goals, reduce poverty rates, address hunger problems, improve health and education quality and reduce social inequalities. Waqf has great potential for autonomy, economic development and improved overall well-being. And the value of the advantages of waqf is dependent on the management system.²⁰

Conclusion

In managing productivity waqf, nadzir has a strategy in managing it. In managing it there are obstacles, opportunities, obstacles, and also challenges or that can generally be measured with SWOT. There are four elements to success: planning, organizing, leadership and supervision. In this case, the PKU 'Aisiyyah Hospital implemented, Planning, in the management of this hospital made a five-year strategic plan and also made an annual report. Organization, within the organization of the PKU 'Aisiyyah hospital has an executing structure. Leadership, in terms of dreams, is guided by the existing organizational structure, and there are rules in its design as well, particularly in the exercise of authority. Supervision, in each organization shall be found

²⁰ Ridha, "Tidak Asal Wakaf," *Majalah Suara Muhammadiyah* (Yogyakarta, September 2019).

the board of directors. And in the implementation of the PKU 'Aisiyyah Hospital of the Board of Directors, which is the Health Assembly.

PKU 'Aisiyyah Hospital develops its productivity waqf by promoting land expansion, upgrading and adding hospital tools, providing assistance to those eligible for assistance and providing care. The development of the hospital is also done by the custodian giving priority to the hospital's flagship programs, such as improving service quality, service excellence, co-operation, improved facilities and effective commercialization. With the management and development that was implemented through the waqf management the productivity of waqf obtained by the hospital increases every year by 15%-20%. And its productivity results are used for hospital development, and for organizational and people-related things.

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