



STRATEGY FOR IMPROVING EMPLOYEE PERFORMANCE OF SAHABAT YATIM INDONESIA

Yunitasari✉, Sutrisno
Universitas Muhammadiyah Yogyakarta, Indonesia
✉yunitasari.fai19@mail.umy.ac.id

<https://doi.org/10.46367/iqtishaduna.v13i1.1774>

Received: Feb 01, 2024 Revised: Mar 25, 2024 Accepted: Mar 27, 2024 Published: Jun 24, 2024

ABSTRACT

This research aims to determine the improvement in the performance of Sahabat Yatim Indonesia (SYI) Yogyakarta Branch employees by increasing the amount of *Zakat*, *Infaq*, and *Sadaqah* (ZIS) received. This research is qualitative, with data sources in the form of primary and secondary data. The method used in collecting data was interviewing and looking at the financial reports held by the SYI Yogyakarta branch. There were seven interview informants, including branch heads and employees of the SYI Yogyakarta branch. The validity of the data was tested using the source triangulation method. This research uses data analysis techniques, such as data reduction, presentation, and conclusion. The results of this research find that the strategy to improve employee performance carried out by the SYI Yogyakarta branch has gone according to plan; this is realized through measurable implementation and supervision through monitoring and evaluation. The strategy to increase ZIS revenues has also been running well. The increase in ZIS proves that this is accepted every month. The theoretical implications of this research can be helpful as a reference for further research on a similar theme. The practical implication of this research is that the SYI Yogyakarta branch can maintain employee performance in increasing ZIS acquisition. The leadership of the SYI Yogyakarta branch can provide policies for distributing employee performance according to employee duties and functions so that employee performance can run better by the organizational structure of the SYI Yogyakarta branch.

Keywords: strategy, employee performance, service, zakat institution.

INTRODUCTION

Companies use employee performance as a benchmark in assessing employees. Employees whose performance meets or exceeds expectations will be rewarded, while performance below expectations will be negatively impacted (Franco-Santos and Otley 2018). Forms of rewards and consequences include promotions, salary increases, transfers, and even termination of employment. By using a performance evaluation process, a company can also measure how much it has achieved its goals (Drucker 1954). Performance is a consequence of the quality and quantity of work an employee achieves in carrying out their duties and responsibilities (Mangkunegara 2000). Performance as the result of individual efforts by the criteria that must be achieved in order to achieve work standard goals (Bangun 2012). Evaluation of an employee's performance can be calculated based on the amount of work completed, quality of work produced, timeliness in completing tasks, level of attendance, and collaboration within the team (Mangkunegara 2000).

Employee performance evaluation at Zakat Amil institutions must also be carried out to manage and distribute community funds well. One privately managed zakat amil institution is Sahabat Yatim Indonesia (SYI). SYI was founded on September 1, 2009, and became the official national amil zakat



institution on December 30, 2020. It actively supports orphans and low-income people, empowering and guiding them towards a better future. Now, SYI has established 24 dormitories to shelter thousands of orphans and poor people, one of which is in Yogyakarta (Sahabat Yatim 2023). In performing, SYI Yogyakarta branch employees obtain ZIS by raising donations or fundraising. Fundraising is a strategic concept for raising funds and other resources from the community to support financing an institution's operational program activities, aiming to achieve predetermined targets (N. H. Ramadhan, Hakim, and Muslikhati 2021).

The definition of fundraising is not limited to collecting funds alone but also includes the concept of generosity and community care, which can take the form of donations of resources other than cash. Research by Ulpah and Hafifi (2021) shows that the strategy for collecting ZIS funds is very influential in providing good results in achieving the target for collecting ZIS funds. Likewise, with the SYI Yogyakarta branch, fundraising is the primary and most important thing in the sustainability of foster children and other charity programs. SYI Yogyakarta branch employees are responsible for fundraising. Therefore, it is necessary to improve the performance of employees of Zakat Amil institutions every year, especially at the SYI Yogyakarta branch.

Many previous researchers have conducted research discussing employee performance, such as Sihombing and Batoebara (2019); Triemiaty et al. (2019); Eryana and Indah (2020); Sariani (2020); Siswanto (2020); Mehale, Govender, and Mabaso (2021); Ulpah and Hafifi (2021); Umam and Atho'illah (2021); Wahyuningsih, Manangka, and Jati (2021); Fajarisman (2022); Wahyono (2022); Handayani, Hubeis, and Yusnita (2023); Hilgers and Faddila (2023); Pagan, Mitan, and Rangga (2023). This research shows varying results, and no one has conducted research at the SYI Yogyakarta branch. However, research on employee performance in increasing the acquisition of ZIS at zakat amil institutions is rarely found, so research is needed. This research aims to analyze the strategy for improving the performance of SYI Yogyakarta branch employees and increasing the acquisition of ZIS. This research will provide input on strategies for improving employee performance to increase ZIS acceptance at the SYI Yogyakarta branch.

LITERATUR REVIEW

Strategy

Strategy is an approach that covers all aspects of concept implementation, planning, and implementation of an activity within a specific period (Mintzberg 1998). Strategy can also be interpreted as an integrated, expansive, and interconnected plan to align a company's strategic advantages with environmental challenges to ensure the organization can achieve its primary goals through appropriate implementation (Jauch and Glueck 1988). Strategic goals can provide long-term direction for an organization to achieve, help an organization adapt to other organizations, and make organizational performance more effective (Fuertes et al. 2020).

Employee performance

Performance is cyclical and continuous work development through goal setting, feedback, training, and positive reinforcement (Kreitner and Kinicki



2014). Performance is a combination of science and art used to apply management principles with a level of adaptability and utilization of aspirations that reflect the organization's vision and mission, aiming to maximize the utilization of available human resources (Farisi, Irnawati, and Fahmi 2020). Performance results from employee work in terms of quality and quantity based on predetermined work standards (Widodo 2015). In contrast, organizational performance combines individual and group performance (Berberoglu 2018). Performance is the quality and quantity of work results an employee achieves in carrying out activities according to his obligations (Mangkunegara 2000).

Factors that influence performance achievement are as follows: First, the ability factor. Ability consists of potential ability (IQ) and actual ability (knowledge + skills) from a psychological point of view (Sternberg 2019). Maximum performance will be easier to achieve if leaders and employees have an IQ above average (IQ 110–120), especially if they have an IQ that is superior, superior, talented, or genius and adequate education to achieve maximum performance (Sari and Tukirin 2023). Their position and ability to perform the job every day. Second, motivation factors. Motivation is the view of executives and employees towards the environment or working conditions (Graves and Sarkis 2018). People who are optimistic (pro) towards their work will show a high level of motivation, while pessimistic people (con) will show a low level of motivation (Su et al. 2020). "Aspects of the work environment include factors such as work facilities, work relationships, work climate, leadership policies, leadership methods, and working conditions" (Davis and Newstrom 1985).

Zakat, Infaq, and Shadaqah (ZIS)

Every Muslim who meets certain conditions must pay zakat (Fauzi and Gunawan 2022; Ashfahany, Savitri, and Anggraeni 2023). "Take zakat from their wealth and pray for them. Indeed, your prayer (grows) peace of mind for them. Allah is All-Hearing, All-Knowing." (Q.S. At-Taubah (9): 103). Meanwhile, shadaqah and infaq are considered sunnah (Mardiantari et al. 2019). Zakat recipients include the poor, poor, zakat managers, people who have just converted to Islam (*muallaf*), freed slaves (*niqab*), people who are in debt (*gharim*), people who fight in the way of Allah (*fisabilillah*), and travelers who have run out of provisions (*ibn sabil*) (Q.S. At-Taubah (9): 60).

METHOD

This research uses qualitative research methods using primary data in the form of interviews and secondary data, namely data obtained from financial reports held by the SYI Yogyakarta branch. Interviews were conducted with seven informants, namely branch heads and employees of the SYI Yogyakarta branch. The seven informants consisted of YW is the head of the branch and is responsible for fundraising; the SA Secretary is also a fundraising employee, FZ Treasurer is also a fundraising employee; RDS Dormitory service staff is also a fundraising employee; AMW is a fundraising staff; ASR Head of the hostel staff is also a fundraising employee, WTW Distribution and utilization staff is also a fundraising employee. as a fundraising employee. Data validity technique using source triangulation: interviewing results with branch heads, fundraising staff, and



general employees of the SYI Yogyakarta branch. This research uses data analysis techniques, such as data reduction, presentation, and conclusion.

RESULTS AND DISCUSSIONS

Strategy is the backbone of every successful company. The well-thought-out plan ensures that a company's primary goals are achieved precisely. Strategic management entails three crucial stages: planning, implementation, and evaluation. At the SYI Yogyakarta branch, these strategic stages are used to improve employee performance and boost ZIS acquisition. As conveyed by Mr. YW, the branch head of strategic planning to improve employee performance, *"In this case, the strategy used is to reward employees who have good performance. Rewards are given in the form of verbal pronouncements and plaques."* The head of the SYI Yogyakarta branch rewards employees with good performance. Apart from that, strategies to improve employee performance are also carried out by strengthening the team to remain solid and creating comfort at work. AMW, as the fundraiser, stated the following: *"Strengthening the team so that it remains solid so that it is comfortable to work."*

Mr YW conveyed that the strategy for improving employee performance was implemented with a breakdown of targets achieved at 60-80% of the monthly plan. Monitoring and evaluation are carried out once a week with a breakdown vs target. He explained: *"The implementation is carried out by breaking down the target, which is to achieve 60-80% of the monthly plan, by providing rewards once a month. With this improvement strategy, employee performance increases. Monitoring and evaluation are carried out with a breakdown of targets vs gaps every Monday morning in the first week, and rewards are given to employees."* Likewise, with AMW, he explained that the strategy that had been implemented could improve this, as proven by communication between teams, which strengthened the team itself. Monitoring and evaluation are carried out at the beginning of every month by holding a meeting. He conveyed the following: *"It can be improved. The implementation uses communication between teams to strengthen the team by building good communication. Communication, work, and responsibilities can be divided according to ability and coordination. Meanwhile, monitoring and evaluation is carried out at the beginning of every month with a small meeting to express aspirations."*

Strategies for increasing ZIS acquisition can be done by increasing relationships, collaborating with other foundations, and promoting muzak via WhatsApp. FZ said that ZIS revenues could increase by: *"Increasing relationships, collaborating with other foundations, mentoring donors, and raising donations."* AWM said: *"Promote to muzak via WhatsApp or distribute brochures."* The strategy for increasing ZIS acquisition has increased by collaborating with other institutions. Monitoring and evaluation will be done after the collaboration activity is completed. FZ said: *"Increasingly, to implement an improvement strategy, one collaborates between the SYI Yogyakarta branch program and other institutions such as schools, corporations, or communities. If there is no program from the community, then a single program from SYI will be held. To monitor and evaluate, after the program is implemented, we ask for assessments from the community for SYI evaluation materials to increase the*



community's trust in SYI, and we carry out a follow-up to offer sustainable programs or other new programs."

Apart from collaborating, the strategy is also to promote muzakki via WhatsApp, which has increased. Monitoring and evaluation using branch heads communicating regarding the achievements obtained. AMW explained: "Yes, it has increased; many friends do not know where to distribute donations or are not interested in the programs that are currently running. So, when I use WhatsApp personal lines, they trust me more because they know me well. The implementation is not time-bound; we could offer a program in the middle of communication, which initially had no intention of offering a program but just exchanging news. Monitoring and evaluation are carried out monthly by way of branch heads communicating regarding the results obtained."

Table 1 Financial Report on Obtaining ZIS Sahabat Yatim Indonesia Yogyakarta Branch in 2023

Nu.	Month	Acquisition (IDR)
1.	January	202,804,533
2.	February	203,959,444
3.	March	229,371,933
4.	April	210,777,433
5.	May	157,609,733
6.	June	205,775,812
7.	July	199,020,100
8.	August	211,077,400
9.	September	229,211,763
10.	October	225,759,291
11.	November	266,798,800

Source: secondary data (processed)

Mr YW stated that the requirement to become a zakat amil institution is to earn a minimum of 200 million monthly. Mr YW explained: "The requirement to become a Zakat Amil institution is to maintain a monthly ZIS income of 200 million." In this way, the SYI Yogyakarta branch strives to ensure that the SYI Yogyakarta branch can always be a Zakat Amil institution and be helpful to the people. The obstacles in improving the performance of SYI Yogyakarta branch employees are Boredom at work, the absence of human resources and work support such as content creator tools, the absence of devices (handphone), and doing multiple jobs. FZ said that in improving employee performance, there were obstacles, such as "Boredom at work, doing only the same job, then Boredom appears." Conveyed by WTW: "There are no human resources and work support such as content creator tools because here I am the distribution and utilization staff." Conveyed by RDS: "The dormitory service (DS) does not have an office cellphone, so when one of the DSs resigned, another WhatsApp number was transferred. So donors have a bad impression and find it difficult to trust the new dormitory service." Delivered by SA: "At SYI Yogyakarta branch, they do not just do one job, but also do fundraising."

In overcoming performance constraints, SYI Yogyakarta branch employees have steps, namely by giving appreciation to the branch head in the



form of a trip, even once every two months. Apart from that, existing capabilities are optimized, with existing infrastructure, ensuring work schedules and timelines and strengthening internal and external cooperative ties at the Institution. Mr YW said: *"In performing, there is an effort to improve the employees' performance. As the branch head, I appreciate the team and invite them to go on outings, even once every two months. Further efforts are made by optimizing existing capabilities, using existing infrastructure, ensuring work schedules and timelines, and strengthening internal and external cooperative ties at the Institution."*

Strategy for improving Employee Performance of SYI Yogyakarta Branch

Strategy is defined as a company plan to ensure that the company's main goals can be achieved well (Tanjung, Hutasuhut, and Aisyah 2022). The strategic management process consists of three stages: planning, Implementation, and evaluation (Permatasari 2022). SYI Yogyakarta branch uses these three stages of strategy to improve employee performance. An employee's success is seen from their performance in carrying out their duties, whether by the responsibilities given or reflected in achievements in quality and quantity (Mangkunegara 2000). This success is based on ability, dedication, and the opportunities he exploits. However, inseparable from monitoring and evaluation, this also applies to the SYI Yogyakarta branch. The strategy is essential for smoothly implementing all ZIS fundraising activities at the SYI Yogyakarta branch.

SYI Yogyakarta branch has a plan to reward employees who have performed well; the rewards are verbal pronunciations and certificates. This is implemented with a breakdown vs performance target, achieved at 60-80% of the monthly plan. Next, monitoring and evaluation are carried out with a target vs. gap breakdown every Monday morning in the first week, and rewards are given to employees who have performed well. The second plan strengthens the team so that it remains solid that they are comfortable at work. They are implemented by building communication between teams. Monitor and evaluate by meeting at the beginning of every month to accommodate aspirations. Research conducted by Hermanto (2020) states that teamwork has an effect on employee performance, and communication has an effect on employee performance.

The factor that motivates the performance of SYI Yogyakarta branch employees is the reward factor. Rewards are compensation in the form of services provided by the company to employees as appreciation for the contribution of energy and thought that has been given to the workforce for the company's progress in achieving its stated goals (Sastrohadiwiryono 2003). In implementing this reward aspect, the head of the SYI Yogyakarta branch gives these rewards to employees who have performed well. The branch head gave the reward through a verbal proclamation and a certificate. However, the SYI Yogyakarta branch employees expected the reward to be financial appreciation.

Previous research conducted by Tangkuman, Tewel, and Trang (2015) shows that rewards significantly and positively affect employee performance, so we can understand the relationship between employee compensation and performance. One can evaluate employee motivation to work harder and improve performance based on the rewards given. In this case, the head of the SYI Yogyakarta branch will submit a reward application to the central leadership for employees at the SYI Yogyakarta branch to unite the desires of employees and the



company's policies or interests at the SYI Yogyakarta branch to create cooperation that gives satisfaction. Therefore, the strategy to increase employee performance has been running well, according to what was planned. Providing rewards to employees with good performance and building communication between teams is a strategy for improving employee performance.

Strategy for Increasing the Acquisition of ZIS

SYI Yogyakarta branch has plans to increase relationships by implementing collaboration. Monitoring and evaluation ended after the activity was completed, and the Yogyakarta branch of SYI used it as evaluation material. The next plan is to promote Muzakki via WhatsApp or distribute brochures. The implementation has been carried out by distributing brochures directly via WhatsApp. Monitoring and evaluation are carried out monthly by asking the branch head about the target acquisition for that month. Research by Ulpah and Hafifi (2021) reveals that the strategy for collecting ZIS funds is very influential in providing good results in achieving the target for collecting ZIS funds. So, in this case, the strategy carried out by the Yogyakarta branch of SYI is a determining factor in obtaining ZIS.

Based on Table 1, the financial report on the ZIS acquisition compiled by the SYI Yogyakarta branch shows quite prominent figures, which can be achieved because the ZIS acquisition strategy has been implemented well by employees of the SYI Yogyakarta branch. According to the following conditions: to become a Zakat Amil institution, one must maintain a monthly ZIS income of 200 million. Fundraising is a strategic concept for raising funds and other resources from the community to support financing an institution's operational program activities to achieve predetermined targets (Huda 2012). The definition of fundraising is not limited to collecting funds alone but also includes the concept of generosity and community care, which can take the form of donations of resources other than cash. The fundraising carried out by the SYI Yogyakarta branch has been successful.

Obstacles in Improving Employee Performance at SYI Yogyakarta branch

Employee constraints are one of the interesting problems for a company to study in the current era of globalization because business competition encourages every company to improve its human resources and employee performance to compete with other companies. One of the impacts of non-conducive employee performance is that it makes it difficult for companies to analyze or plan their employees' work, as well as the state of the organization and employee behavior within the company itself (Cikitawati and Puspitasari 2023). Results of the interviews state that employees experienced several problems while working. First, employees often experience Boredom while working. Boredom at work is a problem that can encourage someone to set unrealistic goals, which in the end can lead to fatigue and Negative feelings towards self and those people around. The impact of burnout can include decreased job satisfaction, decreased performance, and low productivity. No matter the cause, work burnout can result in losses for individuals and organizations.

Second, there needs to be a content creator, which increases employee workload. In fact, according to research by Isroissholikhah (2022), influencer



marketing is an essential component of successful social media marketing. Influencer marketing is an approach that appoints individuals or figures who are considered to influence society and are considered targets for brand promotion. People's consumption patterns are greatly influenced by the influencer phenomenon on social media, which is currently popular. With a high level of trust in social media, people's consumption of goods promoted by social media influencers significantly influences the growth of the digital economy. Consumption of a brand increases due to the trust that social media influencers build with their followers. Influencer marketing is essential to successful social media marketing (Isroissholikhah 2022). Influencer marketing is an approach that appoints individuals or figures who are considered to influence society and are considered targets for brand promotion. People's consumption patterns are greatly influenced by the influencer phenomenon on social media, which is currently popular. With a high level of trust in social media, people's consumption of goods promoted by social media influencers significantly influences the growth of the digital economy. Consumption of a brand increases due to the trust that social media influencers build with their followers.

Third, do not have an original office device (handphone), so the WhatsApp number will be diverted if an admin leaves the company. This causes donors to have a poor assessment and need help to trust the services of the SYI Yogyakarta branch. Office equipment is essential to office management (Zainal and Sianturi 2019). With current technological advances, companies and institutions must prepare good office equipment or machines to help employees achieve office work goals with energy, time, and cost efficiency. In a company, having office machine facilities will be very helpful in employee work activities because the company will gain profits. Office activities will be hampered if there is no office equipment. In general, office machines that are used every day become weak due to reduced power, which has the potential to hinder the completion of company work. Therefore, the office machines used must be thoroughly maintained and repaired. Fourth, SYI Yogyakarta branch employees perform in one position and simultaneously by working as a fundraiser or ZIS fundraiser. This caused the SYI Yogyakarta branch employees to feel that the workload was too heavy. Research conducted by Herawati et al. (2023) states that increasing workload reduces the potential for employee performance.

Steps Taken by SYI Yogyakarta Branch to Improve Employee Performance

Employee performance is critical in achieving satisfactory company performance. Performance shows the process and results of work. What is done and how it is done is the essence of performance (Hariyanto, Susanto, and Sulistyowati 2021). This shows that companies are obliged to assess their employees' work results and supervise them throughout the process (Fajarisman 2022). At the SYI Yogyakarta branch, employee performance is quite good. SYI Yogyakarta branch employees have carried out their duties by established procedures. However, there are four obstacles that the author has analyzed that need to be corrected, which cause a decrease in employee performance and delays in the services provided by the SYI Yogyakarta branch. Several strategies have been implemented to overcome these four problems.



First, the branch head provides holidays every two months to overcome employee boredom. Research conducted by Ningsih, Alwie, and Fitri (2017) shows that burnout, also known as work saturation, is a psychological process caused by inextricable work stress. This leads to emotional exhaustion, personality changes, and feelings of lack of accomplishment. People who work in these places require intense interaction with other people and often experience fatigue disorders. Research from Rea and Hadi (2012) explains that Radio Sonora Surabaya made the same policy as the SYI Yogyakarta branch in overcoming employee boredom at work by providing short vacations or taking annual leave. Apart from that, to overcome the boredom at the SYI Yogyakarta branch, employees can expand their skills outside their primary duties, bringing new satisfaction and joy. This can be done by taking part in training to improve work-related skills.

Second, the absence of content creators increases the workload for employees. However, the head of the SYI Yogyakarta branch made a policy to optimize existing capabilities and available infrastructure. According to research conducted by Sundawa and Trigartanti (2018), the dissemination of information in images, videos, and writing is known as creator content distributed through various platforms, including Instagram. As time goes by, content creators now need special skills. In addition, Instagram users now use it as a place to do business, building brands for goods, personal brands, and company brands. Modern public relations activities may consist of content creators. Research Sundawa and Trigartanti (2018) explain that it is suitable for studios to rely on content creators to disseminate company information to attract consumer interest. The research results show that the company's revenue increases when it relies on content creators to disseminate company information. Of course, the SYI Yogyakarta branch must emulate this. Apart from that, it is hoped that the SYI Yogyakarta branch's leadership can recruit employees to document and video graph every activity carried out by the SYI Yogyakarta branch. This is useful for disseminating information regarding the SYI Yogyakarta branch so that the SYI Yogyakarta branch is better known to the public and collecting ZIS funds (fundraising) will be easier.

Third, give the device to the admin of the SYI Yogyakarta branch office. Research from A. N. Ramadhan and Muhyadi (2021) explains that technological developments influence office processes, which are integral to people's lives. Significant changes have occurred in the field of office administration as a result of technological advances. Implementing a digital technology-based work system impacts increasing efficiency in office tasks. However, challenges arise regarding the cooperation patterns and competencies office workers require. Regardless of preference, change must be accepted and implemented. Otherwise, the organization will not be able to survive and may experience failure in achieving its goals and vision. Therefore, offices need to continue to adapt and use technology that continues to develop, even undergo a revolution. Research from A. N. Ramadhan and Muhyadi (2021) explains that the place of research always updates office equipment to support employee work and eliminate obstacles. Of course, this can be significantly imitated by the SYI Yogyakarta branch to overcome obstacles within the Company. The devices provided to the dormitory services are obtained by coordinating with the head of the SYI Yogyakarta branch



and the leadership at the center because the system used by SYI itself is a central centralized system.

Fourth, the SYI Yogyakarta branch is expected to be able to carry out workload analysis by measuring workload through various methods. O'Donnell and Eggemeier (1986) generally group them into three large categories. The three categories are: first, subjective measurement refers to measurement methods that rely on assessments and reports given by workers regarding the workload they experience when completing a task. Generally, this type of measurement uses a rating scale. Second, performance measurement refers to observing various aspects of behavior or activities exhibited by workers. One form of performance measurement involves time measurement, which is a method for assessing the duration of completion of a job by a worker with specific qualifications in a predetermined work environment and carried out with a particular work tempo (Whitmore 1997). Third, physiological measurement is a measurement method that evaluates workload levels by monitoring various aspects of workers' physiological responses when carrying out a particular task or job. These measurements generally involve observing pupillary reflexes, eye movements, muscle activity, and other body responses.

CONCLUSIONS

The strategy carried out by the SYI Yogyakarta branch The strategy implemented by the SYI Yogyakarta branch to improve employee performance has been successful; this is realized through measured, monitored, and evaluated implementation. Furthermore, the strategy to increase the acquisition of ZIS has been effective, as evidenced by the consistent increase in ZIS acquisitions each month. Additionally, a significant motivator for employees is the financial incentives they receive. There are several obstacles to improving employee performance at the SYI Yogyakarta branch. However, the SYI Yogyakarta branch has implemented various strategies to overcome these obstacles, including structured evaluation and monitoring, to enhance the performance of its employees in acquiring ZIS.

The theoretical implications of this research can be helpful as a reference for further research with a similar theme. The practical implications of this research are that the SYI Yogyakarta branch can maintain employee performance in increasing ZIS acquisition. The head of the SYI Yogyakarta branch can provide policies for distributing employee performance according to the employees' primary duties and functions so that employee performance can run better according to the organizational structure at the SYI Yogyakarta branch.

The limitation of this research lies in solely obtaining data from informants through in-depth interviews to determine the improvement in the performance of SYI Yogyakarta branch employees in acquiring ZIS. To address this, researchers conducted interviews with key personnel in the management of the SYI Yogyakarta branch. This approach allows for a thorough understanding of the challenges faced by the SYI Yogyakarta branch. Further research needs to be carried out using quantitative methods to measure employee performance statistically.



REFERENCES

- Ashfahany, Afief El, Wulan Galuh Savitri, and Sheila Putri Anggraeni. 2023. "Strategy Of Professional Zakat Fundraising In Zakat Management Institutions." *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita* 12 (1): 35–47. <https://doi.org/10.46367/iqtishaduna.v12i1.1042>.
- Bangun, Wilson. 2012. *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Berberoglu, Aysen. 2018. "Impact of Organizational Climate on Organizational Commitment and Perceived Organizational Performance: Empirical Evidence from Public Hospitals." *BMC Health Services Research* 18 (1): 399–407. <https://doi.org/10.1186/s12913-018-3149-z>.
- Cikitawati, Nabila, and Yofihana Puspitasari. 2023. "Penerapan Audit Sumber Daya Manusia Terhadap Kinerja Pegawai Di Kantor Balai Desa Krosok." *Jamanta: Jurnal Mahasiswa Akuntansi Unita* 3 (1): 163–69. <https://journal.unita.ac.id/index.php/jamanta/article/view/815>.
- Davis, Keith, and John W. Newstrom. 1985. *Perilaku Dalam Organisasi*. 7th ed. Jakarta: Erlangga.
- Drucker, Peter F. 1954. *The Practice of Management*. New York: Harper & Brothers.
- Eryana, Eryana, and Anugrah Indah. 2020. "Pengaruh Rekrutmen Dan Pengembangan Karyawan Terhadap Kinerja Karyawan Di Radio Republik Indonesia (RRI) Bengkalis." *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita* 9 (1): 15–24. <https://doi.org/10.46367/iqtishaduna.v9i1.207>.
- Fajarisman, Bambang. 2022. "Peningkatan Kinerja Karyawan Melalui Strategi Kompensasi Dan Gaya Kepemimpinan Di PT. CWLI." *KELOLA: Jurnal Ilmiah Manajemen* 7 (2): 55–66. <https://doi.org/10.32509/kelola.v8i2.2795>.
- Farisi, Salman, Juli Irnawati, and Muhammad Fahmi. 2020. "Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan." *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi Dan Hukum* 4 (1): 15–33. <https://doi.org/10.30601/humaniora.v4i1.420>.
- Fauzi, Muhamad, and Agus Gunawan. 2022. "Hoping Of Zakat Reinforcing Philanthropy In Indonesia." *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita* 11 (1): 1–16. <https://doi.org/10.46367/iqtishaduna.v11i1.550>.
- Franco-Santos, Monica, and David Otley. 2018. "Reviewing and Theorizing the Unintended Consequences of Performance Management Systems." *International Journal of Management Reviews* 20 (3): 696–730. <https://doi.org/10.1111/ijmr.12183>.
- Fuertes, Guillermo, Miguel Alfaro, Manuel Vargas, Sebastian Gutierrez, Rodrigo Ternero, and Jorge Sabattin. 2020. "Conceptual Framework for the Strategic Management: A Literature Review—Descriptive." *Journal of Engineering* 2020 (January): 1–21. <https://doi.org/10.1155/2020/6253013>.
- Graves, Laura M., and Joseph Sarkis. 2018. "The Role of Employees' Leadership Perceptions, Values, and Motivation in Employees' Proenvironmental Behaviors." *Journal of Cleaner Production* 196 (September): 576–87. <https://doi.org/10.1016/j.jclepro.2018.06.013>.
- Handayani, Susi, Musa Hubeis, and Nancy Yusnita. 2023. "Analysis Of Employee Performance Improvement Strategies At Furniture Shops In



- Palembang City.” *IJEEE: International Journal of Economy, Education and Entrepreneurship* 3 (1): 290–301. <https://ije3.esc-id.org/index.php/home/article/view/144>.
- Hariyanto, Hariyanto, Hadi Susanto, and Arini Sulistyowati. 2021. “Pengaruh Kompetensi Sumber Daya Manusia Dan Sarana Prasarana Terhadap Kualitas Pelayanan Skck Melalui Kinerja Petugas Skck Di Polres Bojonegoro.” *MAP (Jurnal Manajemen Dan Administrasi Publik)* 4 (2): 157–69. <https://doi.org/10.37504/map.v4i2.313>.
- Herawati, Herawati, Djoko Setyadi, Michael Michael, and Tetra Hidayati. 2023. “The Effect of Workload, Supervisor, and Coworker Supports on Job Performance through Job Satisfaction.” *International Journal of Finance, Economics and Business* 2 (1): 13–33. <https://doi.org/10.56225/ijfeb.v2i1.168>.
- Hermanto, Hermanto. 2020. “Pengaruh Kerjasama Tim Dan Komunikasi Terhadap Kinerja Karyawan Pada PT Infiniti Marine Di Kota Batam.” Universitas Putra Batam. <http://repository.upbatam.ac.id/502/>.
- Hilgers, Skolastika Amanda Cinta Silence, and Syifa Pramudita Faddila. 2023. “Strategi Peningkatan Kinerja Karyawan Untuk Mencapai Tujuan Usaha Pada PD. Mustika Prima Telur Dawuan.” *CEMERLANG: Jurnal Manajemen Dan Ekonomi Bisnis* 3 (3): 299–312. <https://prin.or.id/index.php/cemerlang/article/view/1372>.
- Huda, Miftahul. 2012. *Pengelolaan Wakaf Dalam Perspektif Fundraising: Studi Tentang Penggalangan Wakaf Pada Yayasan Hasyim Asy'ari Pondok Pesantren Tebuireng Jombang, Yayasan Badan Wakaf Universitas Islam Indonesia Yogyakarta Dan Yayasan Dana Sosial Al-Falah Surabaya*. Jakarta: Kemenag RI.
- Isroissholikhah, Wiwin Octavia. 2022. “Efektivitas Content Creator Dalam Strategi Promosi Di Era Digital.” *SIBATIK JOURNAL: Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, Dan Pendidikan* 2 (1): 121–28. <https://doi.org/10.54443/sibatik.v2i1.507>.
- Jauch, Lawrence R., and William F. Glueck. 1988. *Manajemen Strategis Dan Kebijakan Perusahaan*. Jakarta: Erlangga.
- Kreitner, Robert, and Angelo Kinicki. 2014. *Perilaku Organisasi*. 9th ed. Jakarta: Salemba Empat.
- Mangkunegara, A. A. Anwar Prabu. 2000. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Mardiantari, Ani, Habib Ismail, Haris Santoso, and M. Muslih. 2019. “Peranan Zakat, Infak Dan Sedekah (ZIS) Dalam Upaya Meningkatkan Perekonomian Masyarakat Kota Metro.” *AT-TAHDZIB: Jurnal Studi Islam Dan Muamalah* 7 (2): 1–19. <https://ejournal.staiat-tahdzib.ac.id/tahdzib/article/view/96>.
- Mehale, Kaledi D., Cookie M. Govender, and Calvin M. Mabaso. 2021. “Maximising Training Evaluation for Employee Performance Improvement.” *SA Journal of Human Resource Management* 19 (March): 1–11. <https://doi.org/10.4102/sajhrm.v19i0.1473>.
- Mintzberg, Henry. 1998. *The Strategy Process*. Rev. Europ. New York: Prentice Hall.
- Ningsih, Suharti, Alvi Furwanti Alwie, and Kurniawaty Fitri. 2017. “Pengaruh



- Kejenuhan Kerja, Beban Kerja, Dan Konflik Kerja Terhadap Motivasi Kerja Perawat Rsud Dr. RM. Pratomo Bagan Siapiapi Kabupaten Rokan Hilir.” *JOM Fekon* 4 (1): 495–509. <https://jom.unri.ac.id/index.php/JOMFEKON/article/view/12799>.
- O’Donnell, R. D., and F. T. Eggemeier. 1986. *Workload Assessment Methodology*. New York: Wiley.
- Pagan, Yohana Octaviana Oncu Lid, Wilhelmina Mitan, and Yoseph Darius Purnama Ranga. 2023. “Strategi Peningkatan Kinerja Karyawan Melalui Pelayanan Anggota Pada KSP Kopdit Sube Huter.” *JUMIA: Jurnal Mutiara Ilmu Akuntansi* 1 (1): 205–23. <https://ejournal.stietrianandra.ac.id/index.php/jumia/article/view/1146>.
- Permatasari, Rochvika Ariesta. 2022. “Pengambilan Langkah Perbaikan Sebagai Bagian Dari Evaluasi Strategi Pelayanan Penanaman Modal Dalam Peningkatan Kualitas PTSP.” *Jurnal Ilmiah Administrasi Publik* 8 (1): 74–81. <https://doi.org/10.21776/ub.jiap.2022.008.01.7>.
- Ramadhan, Arwan Nur, and Muhyadi Muhyadi. 2021. “Tuntutan Profesionalisme Bidang Administrasi Perkantoran Di Era Digital.” *Jurnal Sekretaris & Administrasi Bisnis (JSAB)* 5 (1): 29–38. <https://doi.org/10.31104/jsab.v5i1.187>.
- Ramadhan, Nauval Hilmy, Rahmad Hakim, and Muslikhati Muslikhati. 2021. “Strategi Fundraising Pada Lembaga Amil Zakat Infaq Sedekah Muhammadiyah Kota Batu.” *BALANCA: Jurnal Ekonomi Dan Bisnis Islam* 3 (1): 63–72. <https://doi.org/10.35905/balanca.v3i01.2133>.
- Rea, Gredha S, and Cholichul Hadi. 2012. “Kebosanan Kerja Pada Karyawan Radio Sonora Surabaya.” *Jurnal Psikologi Industri Dan Organisasi* 1 (2): 131–38. <https://journal.unair.ac.id/download-fullpapers-jpio7cf67ea44a2full.pdf>.
- Sahabat Yatim. 2023. “Program Unggulan Sahabat Yatim Sebagai Lembaga Amil Zakat Nasional.” Sahabatyatim.Com. 2023. <https://www.sahabatyatim.com/program/dakwah/>.
- Sari, Septia Ega, and Tukirin Tukirin. 2023. “The Influence Of Compensation And Work Discipline On Employee Performance.” *Jurnal Ilmiah Manajemen Kesatuan* 11 (3): 1473–82. <https://doi.org/10.37641/jimkes.v12i1.2366>.
- Sariani, Ni Luh Putu. 2020. “Strategi Komunikasi Dalam Meningkatkan Kinerja Karyawan Di BHR Law Office.” *Jurnal Ilmiah Manajemen Dan Bisnis* 2 (2): 115–26. <https://doi.org/10.38043/jimb.v2i2.2313>.
- Sastrohadiwiryo, B. Siswanto. 2003. *Manajemen Tenaga Kerja Indonesia: Pendekatan Administrasi Dan Operasional*. Jakarta: Bumi Aksara.
- Sihombing, Puji Lastri T, and Maria Ulfa Batoebara. 2019. “Strategi Peningkatan Kinerja Karyawan Dalam Pencapaian Tujuan Perusahaan CV. Multi Baja Medan.” *Jurnal Publik Reform* 6: 1–16. <https://jurnal.dharmawangsa.ac.id/index.php/jupublik/article/view/1241>.
- Siswanto, Siswanto. 2020. “Promosi Jabatan Sebagai Strategi Peningkatan Kinerja Karyawan.” *EFISIENSI: Kajian Ilmu Administrasi* 17 (2): 187–97. <https://doi.org/10.21831/efisiensi.v17i2.32378>.
- Sternberg, Robert J. 2019. “A Theory of Adaptive Intelligence and Its Relation to General Intelligence.” *Journal of Intelligence* 7 (4): 23.



- <https://doi.org/10.3390/jintelligence7040023>.
- Su, Xiaohua, Shengmei Liu, Shujun Zhang, and Lingling Liu. 2020. "To Be Happy: A Case Study of Entrepreneurial Motivation and Entrepreneurial Process from the Perspective of Positive Psychology." *Sustainability* 12 (2): 584. <https://doi.org/10.3390/su12020584>.
- Sundawa, Yusti Amelia, and Wulan Trigartanti. 2018. "Fenomena Content Creator Di Era Digital Content Creator Phenomenon In Digital Era." In *Prosiding Hubungan Masyarakat*, 4:438–43. <https://karyailmiah.unisba.ac.id/index.php/humas/article/view/11408>.
- Tangkuman, Kevin, Bernhard Tewal, and Irvan Trang. 2015. "Penilaian Kinerja, Reward, Dan Punishment Terhadap Kinerja Karyawan Pada PT. Pertamina (Persero) Cabang Pemasaran Suluttenggo." *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi* 3 (2): 884–95. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/9245>.
- Tanjung, Rifki Akmal, Muhammad Anshari Hutasuhut, and Siti Aisyah. 2022. "Analisis Strategi Pemasaran Terhadap Penetapan Harga Supply Chain Manajemen Pada PT Unilever Tbk." *Jurnal Ilmu Komputer, Ekonomi Dan Manajemen (JIKEM)* 2 (1): 1883–88. <https://core.ac.uk/download/pdf/553315651.pdf>.
- Triemiaty, Triemiaty, Muhammad Syamsul Maarif, Muhammad Joko Affandi, and Pawenary Pawenary. 2019. "Strategi Peningkatan Kinerja Karyawan." *BENEFIT: Jurnal Manajemen Dan Bisnis* 4 (1): 54–68. <https://journals.ums.ac.id/index.php/benefit/article/view/7394>.
- Ulpah, Mariya, and Aif Hafifi. 2021. "Strategi Corporate Fundraising Zakat Infak Dan Shadaqah Pada Lazismu Jakarta1." *Madani Syari'ah* 4 (2): 1–12. <https://stai-binamadani.e-journal.id/Madanisyariah/article/view/253>.
- Umam, Khoirul, and Yunan Atho'illah. 2021. "Strategi Pengembangan Sumber Daya Manusia Karyawan Commanditaire Vennootschap Dalam Meningkatkan Efektivitas Kinerjanya." *Jurnal Manajemen Dan Inovasi (MANOVA)* 4 (1): 68–83. <https://doi.org/10.15642/manova.v4i1.387>.
- Wahyono, Tries Edy. 2022. "Strategi Peningkatan Kinerja Karyawan." *Jurnal Ekonomi Dan Manajemen* 2 (2): 251–62. <https://journal.amikveteran.ac.id/index.php/optimal/article/view/1364>.
- Wahyuningsih, Sri, Naomi Chandradewi Manangka, and Prihatina Jati. 2021. "Analisis Strategi Peningkatan Kinerja Karyawan Pada CV. Santoso." *NUSANTARA: Jurnal Ilmu Pengetahuan Sosial* 8 (8): 2680–86. <http://jurnal.um-tapsel.ac.id/index.php/nusantara/article/view/5715>.
- Whitmore, John. 1997. *Coaching Performance*. Jakarta: Gramedia Pustaka Utama.
- Widodo, Untung. 2015. "Analisis Motivasi Terhadap Kinerja Karyawan Dengan Kompensasi Sebagai Variabel Mediator." *Fokus Ekonomi: Jurnal Ilmiah Ekonomi* 10 (1): 62–76. <https://ejournal.stiepena.ac.id/index.php/fe/article/view/73>.
- Zainal, Rabin Ibnu, and Maranatha Ulina Sianturi. 2019. "Administrasi Pemeliharaan Mesin Kantor Pada PT.PLN (Persero) UIWS2JB Bidang Kesekretariatan." In *Seminar Hasil Penelitian Vokasi (SEMHAVOK)*, 1:24–29. Palembang: Universitas Bina Darma. <http://conference.binadarma.ac.id/index.php/semhavok/article/view/959>.

