

# Analysis Organizing in Sharia Management through Distribution Integration Task Structure Coordinating Islamic Organization Work and Brotherhood

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## ABSTRACT

This study aims to analyze organizing in Islamic management, focusing on the division of tasks and authority, Islamic organizational structure, work coordination, and the value of *ukhuwah* (brotherhood) within organizations. This research employs a qualitative approach using a library research method by reviewing relevant academic literature. Data analysis is conducted through content analysis and thematic analysis to identify patterns and relationships among key concepts.

The findings reveal that organizing in Islamic management is holistic in nature, integrating structural aspects with Islamic spiritual values. The division of tasks is based on the principles of justice (*al - 'adl*) and trust (*amanah*), creating a balance between responsibilities and individual competencies. The organizational structure is adaptive while remaining grounded in transparency, accountability, and Sharia compliance. Work coordination is carried out through open communication and consultation (*shura*), which enhances both effectiveness and harmonious relationships among members. Meanwhile, the value of *ukhuwah* plays a crucial role in fostering trust, solidarity, and collective commitment within the organization.

Overall, organizing in Islamic management is not solely oriented toward operational efficiency but also toward achieving broader welfare and sustainability. Therefore, this approach is relevant as an alternative management system that is ethical, humanistic, and sustainable.

**Keywords:** Islamic management, organizing, organizational structure, work coordination, ukhuwah

## INTRODUCTION

In development knowledge modern management, functions organizing becomes one of the fundamental aspects that determine success something organization in reach goals that have been set. Organizing No

only related with distribution duties and authorities , but also includes formation structure organization , coordination work , and connection social between member organization . In the context of sharia management , organization own more dimensions wide Because No only oriented towards efficiency and effectiveness , but also integrates Islamic spiritual and ethical values in every activity organization ( Haanurat et al., 2020).

Sharia management views organization as means For realize unattainable goals only nature worldly , but also ukhrawi . Therefore that , the principles like mandate ( trust ), justice (al -' adl ), and responsibility answer become runway main in the process of organizing . This is in line with findings research that states that Islamic values are the core of activity organization and role as the main strategy in reach success organization (Akilah et al., 2026). With Thus , organizing in sharia management does not can released from integration between aspect technical and moral values .

One of aspect important in organizing is distribution duties and authorities . In perspective sharia management , distribution task No only based on competence , but also taking into account principle justice and proportionality . Research show that implementation distribution fair and proportional duties can increase effectiveness organization at a time guard harmony connection work (Yulianti et al., 2024). This show that aspect structural in sharia organizations do not only nature administrative , but also has dimensions ethical .

In addition , the structure organization in sharia management has different characteristics with organization conventional . Structure Sharia organizations usually integrate institution Sharia supervision such as the National Sharia Council (DSN) and Sharia Supervisory Board (DPS) are functioning ensure that all over activity organization in accordance with sharia principles . The existence of structure This show that sharia organizations have system more supervision comprehensive compared to organization conventional (Nisa, 2024). With Thus , the structure organization in sharia management does not only functioning as tool coordination , but also as mechanism control to sharia compliance .

Coordination work is also element important in organizing . In sharia organizations , coordination No only aim For align activity work , but also for guard harmony connection between member organization . Research show that lack of coordination can cause internal conflict and reduce

performance organization , so that required system effective and data -based communication Islamic values (Yulianti et al., 2024). Therefore that , coordination in sharia management must based on the principle deliberation ( shura ) and mutual value .

More further , concept ukhuwah ( brotherhood ) becomes characteristics typical in organization Sharia- based . Brotherhood No only create connection harmonious work , but also improve commitment organization and performance employees . Research show that ethics Islamic work and empowerment employee own influence positive to commitment organization , which ultimately impact on increasing performance (Arif et al., 2025,). This show that connection social in sharia organizations have role strategic in reach objective organization .

Although Thus , research about organizing in sharia management is still show a number of research gap . First , some big study Still focus on aspects normative or conceptual , without study in a way deep implementation practical from principles organizing in modern sharia organizations . Second , existing research tend discuss aspect certain in a way separate , such as structure organization or ethics work , without integrate all over element organizing in a way comprehensive . Third , still limited research that links between distribution tasks , structure organization , coordination work and brotherhood in One framework complete analysis (Santoso & Ristianawati , 2025, <https://doi.org/10.35449/jemasi.v21i1.1004> ).

In addition , the development increasingly modern organizations complex and based technology also gives rise to challenge new in organizing . Research latest show existence gap between practice modern work tends to individualistic with Islamic values that emphasize collectivity and responsibility answer social (Akilah et al., 2026). This matter show that required approach new in integrate sharia principles to in practice relevant organizing with context contemporary .

On the other hand , research about management strategic in Islamic organizations also show that success organization is greatly influenced by the ability in integrate Islamic values in governance organization and quality source Power humans ( Maskur & Othman, 2025). However , the study the Not yet in a way specific discuss how the organizing process play a role in support integration said . Therefore that , is necessary further research deep

For understand connection between organization and implementation Islamic values in organization .

Based on description said , research This aim For analyze organizing in sharia management with focus on four aspect main , namely distribution duties and authorities , structure Islamic organizations , coordination work and brotherhood in organization . Research This expected can give greater understanding comprehensive about How sharia principles are implemented in the process of organizing as well as How organizing the can increase effectiveness and blessings organization .

As for the benefits study This can seen from two aspects . In theoretical , research This expected can enrich literature about sharia management , in particular in field organizing , with integrate various aspects that have been This reviewed in a way separately . In addition , research this can also become reference for researchers furthermore in develop an organizing model more sharia- based comprehensively . In practical , research This expected can give contribution for practitioners and managers organizations , especially organization sharia- based , in designing system unorganized organization only effective in a way managerial , but also appropriate with Islamic principles .

With Thus , research This become important For done remember Still existence gap between concepts and practices organizing in sharia management , as well as need For develop an organizing model that is capable of answer challenge modern organization without ignore Islamic values .

## **RESEARCH METHODOLOGY**

Study This use approach qualitative with design studies library *research* which aims For analyze in a way deep draft organizing in sharia management , in particular in aspect distribution duties and authorities , structure Islamic organizations , coordination work , and mark brotherhood in organization . Approach qualitative chosen Because capable give comprehensive understanding to phenomenon social in nature complex and loaded values , especially in context integration between dimensions managerial and spiritual values in Islam. Creswell (2014) explains that approach qualitative allows researchers For explore meaning , interpretation , and construction social that

is not can measured in a way quantitative , so it is very relevant For study based mark like sharia management.

Study literature chosen as method main Because topics studied nature conceptual and normative , so that need analysis to various literature relevant scientific literature . Literature study allows researchers For collect , examine , and synthesize various theories , concepts , and findings study previously used to build framework comprehensive analysis . Snyder (2019 ) emphasized that systematic literature *review* can produce deep understanding as well as give contribution significant theoretical in something field research. With Thus , the method This assessed appropriate For study organizing in sharia management in general integrative .

Data sources in study This consists of from secondary data obtained from various journal international reputable , books academic , as well as publication relevant scientific with topic research . Selection data sources are carried out in a way selective with consider quality and credibility sources , especially those that have been indexed in international databases such as Scopus, Web of Science, and Google Scholar. In addition , research this also prioritizes use article scientific that has a Digital Object Identifier (DOI) as form validity and convenience access to source mentioned . Use of source with DOI being important For ensure that references used can verified and have level high trust ( CrossRef , 2020, <https://doi.org/10.13003/5jchdy> ).

Criteria inclusion in election literature includes : (1) articles that discuss sharia management or management based Islamic values , (2) related research with function organizing in organization , (3) publication in journal international reputable , as well as ( 4) published articles in range relevant time with development knowledge modern management . Meanwhile that , criteria exclusion covering sources that are not own clarity academic , no relevant with topic research , or No own validity that can be accountable . With apply criteria This , it is hoped that the data obtained own high quality and relevant with objective study .

Data collection techniques in study This done through the documentation process , namely with identify , collect , and organize various relevant literature with topic research . This process involving search article through scientific databases such as ScienceDirect, Emerald Insight, SpringerLink, and Google Scholar with using keywords like *Islamic management* , *organizational structure* , *Islamic work ethics* , *organizational coordination* , and *social capital* . Use of specific keywords help in find relevant and quality literature . In addition , the technique *backward citation* and *forward citation* are also used For browse more references wide from articles that have been found (Wohlin , 2014)

data analysis process , research This use technique analysis content analysis which aims to For identify patterns , themes , and concepts that emerge in reviewed literature . Analysis content done in a way systematic with categorize data based on themes main , namely distribution duties and authorities , structure organization , coordination work and brotherhood in organization . Elo and Kyngäs (2008) stated that analysis content is effective method For analyzing qualitative data Because capable organize information in a way systematic and productive in -depth interpretation. With Thus , the technique This allows researchers For identify connection between concepts studied in a way more comprehensive .

Besides analysis content , research this also uses approach analysis thematic *analysis* for identify themes relevant main with topic research . Analysis thematic done through a number of stage , namely data familiarization , coding beginning , search theme , review themes , and withdrawals conclusion . Braun and Clarke (2006) explain that analysis thematic is flexible and adaptable method used For identify pattern meaning in qualitative data. In the study this , analysis thematic used For identify How Islamic values are integrated in practice organizing .

For ensure validity and reliability of data, research This use technique triangulation source , namely with compare various literature from different sources . Triangulation done For reduce bias and increase trust to results research . Denzin (2012) stated that triangulation is an important strategy in

study qualitative For increase validity findings (. With use various credible sources , research This make an effort produce objective and able analysis accountable .

In addition , research this also applies principle *critical appraisal* in evaluate quality literature used . Every articles used analyzed based on relevance , methodology , and his contribution to topic research . Approach This important For ensure that only quality literature height used in analysis . Petticrew and Roberts (2006) emphasize that evaluation critical to literature is step important in produce valid and reliable research.

In context ethics research , research This uphold tall principle honesty academic with list all over sources used in a way clear and systematic in accordance with APA style . In addition , researchers also avoid practice plagiarism with do paraphrase to sources used as well as give proper citation . This is important For guard integrity research and respect right riches intellectual other authors .

In a way overall , methodology study This designed For give comprehensive analysis to organizing in sharia management . With use approach qualitative based studies literature , research This capable integrate various concepts and theories from relevant literature . Additionally , use technique analysis content and analysis thematic allows researchers For identify pattern and relationships between the concepts studied . With Thus , the methodology This expected can produce valid, reliable and provide findings contribution significant in development knowledge sharia management .

## **RESULTS AND DISCUSSION**

Research result This show that organizing in sharia management has characteristics that are conceptual and operational different compared to with approach management conventional . Difference the especially lies in integration between dimensions structural organization with spiritual values that originate from from Islamic principles . Based on analysis literature

conducted through approach *content analysis* and *thematic analysis* , found that organizing in sharia management does not only functioning as mechanism technical For arrange activity work , but also as instrument For implant mark ethics , morals, and responsibility spiritual responsibility in organization . Findings This in line with draft maqasid al-shariah emphasized importance balance between material and non-material goals in activity organization ( Dusuki & Abdullah, 2007)

Organization in sharia management can also be understood as the process of internalizing Islamic values into the organization's work system on a continuous basis. This process involves not only structural aspects such as the division of tasks and the establishment of a hierarchy, but also the formation of an organizational culture based on the values of monotheism, justice, and social responsibility. In this context, the organization functions not only as a means of production but also as a means of moral development for the individuals involved. Thus, organization in sharia management plays a strategic role in shaping the character of human resources who are not only professional but also possess integrity and ethics.

In perspective modern management , organization often understood as entity rational approach that is oriented towards efficiency and productivity . However , this approach This often criticized Because ignore moral and social dimensions that have role important in sustainability organization . Fry (2003) emphasized that leadership based spiritual values are capable create motivation more intrinsic strong compared to approach based material incentives alone . This is show that integration spiritual values in organization No only relevant in a way normative , but also has implications practical to improvement performance organization .

In this aspect distribution duties and authorities , results study This show that principle justice ( *al -'adl* ) and trust become runway main in distribution not quite enough answer . Division task in sharia management does not only consider efficiency organization , but also pay attention to aspect justice distributive , namely balance between burden work and capacity individual . Ali (2005) explains that ethics Islamic work emphasizes importance not quite enough answer individual in operate tasks , which are not only impact on performance organization , but also on the moral integrity of the individual . In this case this is a trust become draft the key to distinguishing sharia management of approach conventional , because give spiritual dimension in every activity Work .

Furthermore, the division of tasks in sharia management is closely linked to the principle of professionalism (*itqan*), which emphasizes the importance of quality in every job. Each individual is required to perform their duties optimally according to their competencies, resulting in high-quality performance. This principle reinforces the concept that work in Islam is not merely an obligation, but also a form of moral responsibility that must be carried out to the best of one's ability. Therefore, proper division of tasks not only improves organizational efficiency but also fosters a productive and high-quality work culture.

Moreover, the concept of trust also works as an effective internal control mechanism in an organization. Different from external control systems which rely on formal rules and supervision, trust pushes individuals to act in an ethical manner based on moral awareness. This is in line with findings in management literature that show that trust-based control is more effective in the long term compared to control based on rules (Fry, 2003). Thus, the division of tasks in sharia management does not only increase efficiency, but also strengthens accountability and integrity in an organization.

Organizational structure in sharia management also shows unique characteristics, namely a combination between flexibility and compliance with sharia principles. The structure not only functions as a formal framework that regulates work, but also as a mechanism to ensure that all organizational activities are in accordance with Islamic values. Mollah and Zaman (2015) show that the existence of a sharia supervision system in organizations, especially in Islamic financial institutions, has a significant impact on the quality of governance and organizational performance.

Furthermore, the organizational structure in sharia management emphasizes the importance of a balance between authority and responsibility. Each position within the organization not only has the authority to make decisions but also bears moral responsibility for the impact of those decisions. This creates a leadership system that is not authoritarian, but rather trustworthy and service-oriented (servant leadership). Thus, the organizational structure in sharia management fosters fairer and more harmonious working relationships between leaders and members of the organization.

In addition, the organizational structure in Sharia management also reflects the principles of participation and inclusivity. This is seen from the existence

mechanism deliberation in taking decisions , which allow involvement active from various party in organization . Khan et al. (2010) showed that approach participatory in management can increase quality decision as well as strengthen commitment member organization . With Thus , the structure organization in sharia management does not only nature hierarchical , but also participatory , which ultimately can increase effectiveness organization .

Coordination Work in Sharia management also has different characteristics compared to with approach conventional . Research results show that coordination No only functioning For align activity work , but also for build connection harmonious society in organization . Principles deliberation ( *shura* ) becomes base in the coordination process , which allows every member organization For participate in taking decision . This is show that coordination in sharia management does not only oriented towards efficiency , but also towards fairness and involvement social .

Furthermore, work coordination in sharia management is also influenced by collectivist values, which emphasize the importance of teamwork in achieving common goals. This approach differs from individualistic systems that emphasize personal achievement. In sharia organizations, success is measured not only by individual performance but also by contributions to the overall success of the team. Therefore, work coordination serves as a means to strengthen synergy between individuals and create unity of direction within the organization.

In addition , communication in Sharia management also has dimensions strong ethics , namely based on values honesty , openness , and mutual respect . In literature management , effective communication is one of the factor key in success coordination Work . Podsakoff et al. (2000) shows that behavior citizenship organizational *citizenship behavior* that is driven by relationships good social can increase effectiveness organization in a way overall . With Thus , coordination in sharia management does not only increase efficiency work , but also strengthen connection social in organization .

The value of brotherhood or brotherhood is also one of the element important in organizing in sharia management . Research results show that brotherhood capable create environment full- time work with trust , solidarity , and commitment together . Nahapiet and Ghoshal (1998) explain that social capital , which includes trust and interpersonal relationships , have

contribution significant to improvement performance organization . In the context of Islam, ukhuwah own dimensions addition in the form of spiritual values , which strengthen connection social the .

Besides serving as a form of social connection, brotherhood in sharia organizations also serves as a mechanism for strengthening organizational culture. This value of brotherhood creates an inclusive and supportive work environment, where every individual feels valued and has a vital role within the organization. This environment not only increases job satisfaction but also reduces the potential for internal conflict that can hinder organizational performance. Thus, brotherhood contributes not only to social aspects but also to organizational stability and sustainability.

More further integration between distribution tasks , structure organization , coordination work and values brotherhood produce system organization of a nature holistic and sustainable . This is show that sharia management has superiority in create organizations that do not only effective in a way operational , but also welfare - oriented social . Farook et al. (2011) showed that organization sharia- based has level greater transparency and accountability high , which reflects commitment to principle not quite enough answer social .

In a broader perspective area , results study This show that sharia management can become alternative approach in face challenge modern organizations . In the era of globalization which is marked by with increasing complexity and uncertainty , organization sued For No only focus on efficiency , but also on sustainability and responsibility answer social approach integrated sharia management values ethics and spirituality can give solution to challenge the .

Furthermore, the integration of Islamic values into organizational structure also has positive implications for long-term organizational sustainability. Organizations grounded in ethical and spiritual values tend to be more resilient in the face of environmental changes and external pressures. This is because decisions are made not only based on short-term considerations but also consider the long-term impact on social and moral well-being. Thus, sharia management is not only relevant in a normative context but also has strategic advantages in modern organizational practice.

In a way overall , results and discussion study This confirm that organizing in sharia management has unique and comprehensive

characteristics . Integration between aspect structural and Islamic values make organization No only as entity economy , but also as means For reach benefit and blessing . With Thus , sharia management has potential big For developed as paradigm alternative in knowledge modern management .

## CONCLUSION

Based on results research that has been analyzed , can confirmed that organizing in sharia management has unique and different characteristics in a way fundamental from approach management conventional , especially in matter integration between dimensions structural and spiritual values . In perspective this , organizing No only positioned as mechanism technical For reach efficiency and effectiveness work , but also as instrument important in internalize values ethics , morals, and responsibility spiritual answer to in activity organization . This is show that organization in framework sharia management does not solely goal - oriented economy , but also on the achievement greater benefit wide .

In context distribution duties and authorities , research This show that principle justice and trust become base main in the distribution process not quite enough answer . Assignment done in a way proportional with consider competence , capacity , and skill individual , so that created balance between burden work and abilities possessed . Approach This No only increase effectiveness performance , but also strengthens integrity as well as accountability individual in operate his duties . In addition that , concept trust give spiritual dimension that makes every activity Work own the value of worship, so that push individual For Work optimally , honestly and responsibly answer .

Structure organization in sharia management shows dynamic and adaptive nature to change environment , however still adhere to sharia principles such as justice , transparency , and accountability . Structure This No only functioning as formal framework in arrange connection work , but also as tool control For ensure that all over activity organization walk in accordance with Islamic values . Leadership in sharia organizations have role strategic , no only as manager , but also as example in implementation values ethics and morals. This is contribute in form culture organizations that do

not only achievement - oriented performance , but also on strengthening character and integrity member organization .

More further coordination Work in sharia management holds role important in guard harmony and integration inter-unit organization . Coordination process No only done through formal mechanisms , but also through interpersonal approach that prioritizes communication open , deliberation , and attitude each other appreciate . Principle deliberation allows involvement active all over member organization in the process of taking decision , so that capable increase quality decision at a time strengthen the sense of ownership and commitment to organization . With Thus , coordination Work No only functioning For reach efficiency , but also for create environment harmonious and conducive work .

On the other hand , the value brotherhood or brotherhood become fundamental elements in strengthen connection between individuals in organization . Brotherhood No only create connection positive social , but also constructive bond emotional and spiritual driving the formation of a sense of mutual trust , solidarity , and Work close together . Environment work based on values brotherhood will push individual For each other support and work in a way collective in reach objective together . Condition This give significant impact to improvement performance organization , good from aspect productivity and sustainability .

In a way overall , integration between distribution tasks , structure organization , coordination work and values brotherhood produce something system organization of a nature comprehensive and integrated system This No only effective in aspect operational , but also capable create balance between dimensions economic , social , and spiritual. With Thus , sharia management offers an organizational model that is not only results - oriented , but also process- based values and ethics .

More wide again , research This confirm that approach sharia management has high relevance in context modern organization . In facing global dynamics and complexity , organizations need system management that is not only efficient , but also sustainable and ethical . Therefore that , the implementation principles sharia management can become alternative a capable solution integrate various dimensions the in a way balanced . With Thus , organizing in sharia management does not only give contribution in

aspect managerial , but also in build system more organizations humanistic , with integrity , and oriented towards the welfare as well as blessings .

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