

Implementation Of Strategic Management In BMT Nurul Ummah Ngasem

^[1]**Silvy Anggraeni**, ^[2]**Rediyanto Putra**, ^[3]**Third Author Name**

^[1]Faculty of Economics and Business, State University of Surabaya

^[2]Faculty of Economics and Business, State University of Surabaya

^[3]Third Author Affiliation (Times New Roman 10)

^[1]silvy.19028@mhs.unesa.ac.id, ^[2]rediyantoputra@unesa.ac.id

ABSTRACT

The aim of this research is to know the implementation of Strategic management in BMT. The research object is BMT Nurul Ummah Ngasem. The research method used in this research is qualitative research. By using data collection techniques such as interviewing and observing the primary informants (BMT Nurul Ummah Ngasem Management) and secondary informant (Branch Manager).

The result of this research is that BMT Nurul Ummah Ngasem has applied steps of strategic management very well. Those adjustments can be seen from the steps of strategic management that start from strategy formulation, strategy implementation, and strategy evaluation. The indicators of this research are the process of strategic management done by BMT Nurul Ummah Ngasem adjusted to Fred R. David's concept.

Keywords : BMT; Strategic Manajemen; Formulating; Implementating; Evaluating

I. INTRODUCTION

Baitul Maal Tamwil (BMT) is an institution that operates in collecting and distributing infaq, alms and zakat funds. BMT has a dual role, namely functioning as a commercial and social institution (Ismanto 2015). The target for prospective BMT members is the middle and lower class people. This corresponds to the total population in Indonesia of 273.52 million people with a percentage of 40% being middle class, 20% lower class, and 9.66% poor. So that the existence of BMT is well received by the community (KNKS: 2021).

The presence of BMT in the community is considered as an institution that facilitates MSMEs with relatively small financing so that they continue to exist. Considering that Indonesia is a developing country with capital as an important instrument in driving the economy to be more productive in the real sector, it is hoped that the presence of BMTs can channel financing and guidance to people who find it difficult to access loans from large financial service institutions such as conventional and sharia banking (Bakhitah, Q. 2019). The development of BMT in Indonesia continues to increase. Until 2021, as many as 4,500 BMT have been spread across Indonesia (KNKS: 2020). Because the number of BMTs is increasing, specific guidelines are needed to determine

the best strategy for selecting policies to be implemented.

According to (Fred R. David 2015), strategic management focuses on setting goals, developing and formulating policies, and mobilizing resources in order to implement policies and plans in achieving organizational goals. The strategic management process consists of three stages, namely Strategy Formulation, Strategy Implemented, and Strategy Evaluation. It is used to find out strategies that are not working well. This process is a tool to obtain the information needed by the organization in achieving its goals.

In this research, the researchers chose BMT Nurul Ummah Ngasem as the research subject, because it already has 31 branches with a total of approximately 70,000 members, has ATM services and mobile apps for members, and is a sharia cooperative with national achievements. So that BMT NU Ngasem deserves to be an example for other BMT.

Previous research, namely from Niltal Muna, Muhammad (2015) there are many differences including the time, place of research, and methods used, besides that previous research discussed sharia strategic management in BMT amanah ummah which is the concept of strategic management and sharia principles which is the process of strategic management the sharia is

adjusted to the maqashid sharia. In this study, in addition to focusing on strategic management from various aspects such as employee management, marketing, and technology, BMT will become the management strategy.

Based on the background above, the purpose of this study was to determine the implementation of strategic management at BMT Nurul Ummah Ngasem.

Strategic Management

According to David (2016) strategic management is defined as the knowledge and art of formulating, implementing, and evaluating cross-functional decisions so that an organization can achieve its goals. Strategic management results from difficult managerial choices as to good alternatives, and signifies commitment to particular markets, policies, procedures, and operations in lieu of other actions. According to David (2016: 4) The Stages of Strategic Management consist of three stages, namely strategy formulation, strategy implementation, and strategy evaluation. Some of the benefits of strategic management are Establishing discipline and formality in management, Creating a framework in internal communication to improve coordination and facilitate control, Minimizing the implications due to changing conditions.

Sharia Financial Institutions

An Islamic financial institution is an entity engaged in financial services based on sharia principles. Sharia principles are principles that remove elements that are prohibited in Islam. Then exchange it with traditional contracts in Islam or what is commonly referred to as sharia principles or based on Islamic religious teachings (Mardani, 2017). Islamic financial institutions function for transaction activities, liquidity, asset transfers, and efficiency in order to meet the needs of society to carry out economic activities in accordance with sharia principles such as additional working capital, consumption of goods, obtaining benefits from goods, and providing capital for people who have businesses. but do not have sufficient capital (Mardani, 2017). Islamic financial institutions have characteristics, one of which is that the business of Islamic financial institutions is not profit oriented but also falah oriented, namely prosperity in the world and in the hereafter. The purpose of Islamic financial institutions according to Law no. 1 of 2013 is to increase funding on a small scale (micro) for the community and assist in the context of increasing community productivity and economic empowerment.

Baitul Maal Wat Tamwil (BMT)

BMT is a place to collect funds from the public in the form of savings which will later be allocated

and processed for various financing such as loans, or financing for the business community. Provision of funds that have been used will be returned in accordance with the agreed time when the contract took place at the same time with profit sharing. Nodal investors will also be given benefits in the form of profit sharing. (Solekha et al. 2021). In carrying out sharia principles, BMT adheres to Islamic sources and various other legal bases. BMT does not fully have its own law and still depends on the law of cooperatives or similar institutions related to financing activities. the sources of authoritative law adhered to by BMT are QS Al-Baqarah verse 275, Al-Baqarah verse 279, At-Taubah verse 103. In two verses Al-Baqarah implies a prohibition to carry out acts prohibited by religion, namely usury or doubling money when buying and selling because later it will harm one of the parties. BMT's role is to contribute to efforts to increase and empower people's welfare and Become an alternative financial institution that can later support the acceleration of national economic growth.

II. RESEARCH METHOD

This research is a descriptive type using a qualitative approach. The location of this research is at BMT NU Ngasem. This study uses primary and secondary data sources. The subjects in this study were key informants who knew and had in-depth information about the topics

and problems involved in the research. The Assistant Director of the BMT NU Institute here is a key informant from organizational management. While supporting informants are subjects or people who can provide additional information to complement the topics discussed and analysis in qualitative research. (Erliningtias, 2020). Data collection techniques in this study are observation, interviews, and documentation. Then the steps taken in analyzing the data are conducting the pre-field stage, data reduction, data presentation, and drawing conclusions.

III. RESULTS AND DISCUSSION

At first the board of MWCNU Kec. Ngasem did not think about establishing a BMT cooperative. After many years of activity. MWC NU realizes that so far it has spent a lot of money. however, on the other hand MWC NU Ngasem does not have cash or income from any source. Therefore MWC NU Ngasem held discussions to find a middle ground so that the previously planned activities could run well and not burden any party. Finally it was agreed to form a cooperative based on Islamic sharia principles. The BMT NU Ngasem Cooperative applies the rules prescribed by the Islamic religion. Where do not use interest but apply profit sharing of what percentage each month. So, the amount of profit sharing each month will not be the same depending on

the size of the income generated by the member's business.

BMT NU BMT NU Ngasem has 31 branch offices. With a total number of around 70,000 members (customers). In addition, BMT NU Ngasem has 200 BMT NU Ngasem links, and 5 ATM machines to facilitate member transactions spread across 4 districts, namely Bojonegoro, Tuban, Lamongan, and Ngawi. BMT NU Ngasem also has a business group including Baitul Maal BMT NU Ngasem, BMT NU Institute, Swalayan NU, Air Minum NU, BMT NU Tour & Travel, and NUN Art Digital printing.

STRATEGY FORMULATION

Formulation of Vision, Mission, and Goals

The formulation of the vision, mission and objectives is formulated in meetings between the highest leadership and members of the organization. The vision, mission and goals at BMT NU Ngasem were formulated by the first founder and were attended by 67 people who were also the initial investors. From 67 people, a total of 67 million was collected which was used as initial capital for the formation of BMT NU Ngasem.

The formulated vision, mission and goals are used as guidelines in carrying out organizational activities. This can be seen from the vision, mission, and objectives of BMT NU Ngasem

which are oriented towards empowering the community's economy not only for profit. Vision becomes identity, as if it will take BMT NU Ngasem to the future. The vision at BMT NU Ngasem is structured based on several components such as vision built based on growing values in the organization, elaboration of organizational goals, including a brief description of how the organization achieves goals, and vision of formulating general goals. The determination of the vision at BMT NU Ngasem is influenced by the situation and conditions of the organization's internal and external environment.

This can be seen from the vision of the BMT NU Ngasem namely "Becoming an Independent NU Community Economic Empowerment Institution with Sharia". Visions can change according to organizational conditions, but BMT NU Ngasem has never changed the vision. Until now, BMT NU Ngasem has not changed its vision because it is still in accordance with the values that exist in BMT NU Ngasem, namely "wata'awanu alal biiri wa taqwa." BMT NU Ngasem wants to continue to empower the community, especially NU.

Mission Formulation

According to BMT NU Ngasem mission is a series of organizational activities in achieving

the vision. The formulation of the mission at BMT NU Ngasem starts from identifying the goals established by the organization, identifying customers and users of services or products, reviewing the old mission (if any) and reformulating a new mission if needed, checking the suitability of the mission with the vision set, and the last step is formulating the mission, which is a shared aspiration and commitment. The formulation process is adjusted to existing guidelines. From the mission formulation procedure, a mission was created at BMT NU Ngasem, namely as follows:

1. Membangun Dan Mengembangkan Ekonomi Umat Dengan Konsep Syariah Islam.
2. Menciptakan Wata'awanu 'Alalbirri Wat Taqwa Lewat Ekonomi Umat.
3. Menanamkan Pembelajaran Konsep Syariah Islam Dan Masalah Ummah.
4. Melayani Umat Dengan Amanah Dan Profesional.

It can be concluded that the mission at BMT NU Ngasem is also an important aspect that forms the basis of what kind of business activities to build, for what purpose, and why this organization was founded. BMT NU Ngasem formulates a mission according to existing guidelines and is based on preaching. This is as stated in one of the points of his vision, namely a

fragment of Surah Al-Maidah ayat 2, namely Wata'awanu 'Alalbirri Wat Taqwa which means and please help you in matters of virtue. In this case, BMT NU Ngasem chose to focus on the economic sector to empower the community to be more independent in the future.

Internal and external environmental analysis to formulate organizational strategy and strategy determination.

In the process of internal and external analysis at BMT NU Ngasem using the SWOT analysis technique, the combination of the SWOT components is a strategy that supports the development of potential in BMT NU Ngasem. From the SWOT matrix, items are then selected that can be used as a strategy. The creation of the strategy can be described as follows:

1. SO strategy: creating a strategy that uses strengths to take advantage of opportunities.
2. WO strategy: creating a strategy that minimizes weaknesses to take advantage of opportunities.
3. ST strategy: create a strategy that uses strength to overcome threats.
4. WT Strategy: creating a strategy that minimizes weaknesses and avoids threats.

After the strategy is formulated, it is followed by the formulation of a program which is an action plan. The following is a SO-WO-WT-ST BMT.

Goal Setting

Setting goals at BMT NU Ngasem must fulfill several aspects such as the goals set by BMT NU Ngasem must also fulfill several aspects such as organizational focus which must be clear, measurable and what is to be calculated, the goals formulated can be accepted by all members, and of course realistic .

It can be concluded that the stages of strategy formulation at BMT NU Ngasem are in accordance with Fred's theory. R David. The stages start from the formulation of the vision, mission, internal and external analysis, and objectives. Strategy formulation at BMT NU Ngasem is carried out in meetings or deliberations attended by management and all staff.

STRATEGY IMPLEMENTATION

After the strategy formulation stage, the next is the strategy implementation stage. this stage contains how to manage employees, Marketing, and Technology at BMT NU Ngasem. Here's the implementation:

New Employee Recruitment

For the recruitment of new employees at BMT NU Ngasem, there are several requirements and qualifications that must be met by prospective employees.

Recruitment is usually done to replace employees who change positions, resign, or when a new branch opens. This recruitment has several requirements that must be met,

such as being Muslim, maximum age of 24 years, being able to read the Koran, having Kartanu, minimum D2 education, and mastering Microsoft Office. Prospective employees must also be willing to be placed in all BMT work areas and must attend a crash education before being deployed in the field. For prospective employees who wish to apply, they can send their CV to the BMT NU Ngasem head office or the nearest branch office, and fill out the online registration form that has been provided.

New Student Training Program for BMT NU Ngasem

This program is implemented for new employees who join BMT NU Ngasem who have gone through several previous recruitment processes such as selection of administrative files and interviews with BMT NU Ngasem management. This flash education program contains material provision with the management of BMT NU Ngasem which will later be placed in the new branch office. This provision of material contains discipline, SOP compliance, Funding and Landing targets, how to arrange money, Zizwaf, and other materials.

Operational Standards for BMT NU Ngasem Employees

In managing BMT NU Ngasem employees, management must be carried out in an organized manner so that employees can work on job descriptions, so that the goals of BMT NU Ngasem can be achieved. Each division has operational standards

which are assessed from the key performance indicators which are different for each division. In addition to operational standards for frontliners, BMT NU Ngasem also implements the Synergy program which will later affect salary receipts for all employees.

The Synergy Program implemented at BMT NU Ngasem has a goal so that between work and employee worship can be balanced. Because back again regarding the purpose of establishing the BMT NU Ngasem one of which is to preach. The following are details of this activity including:

- a) Morning Routine
- b) Recitations and Tahajjud Performance character percentage values must reach 92% for employees at the head office and 90% for employees at branch offices. This value must reach the standards of each office because this value affects salary receipts.

Employee Salaries and Benefits

Allowances are additional facilities in the form of funds or objects provided by the company to employees outside of the employee's basic salary. BMT NU Ngasem wants to provide good feedback to all employees. In addition to providing an appropriate salary that is in accordance with the position and performance of employees. Employees must take attendance every day and implement a synergy program. For employees who can exceed the target, they will get a

bonus every month when receiving salary. In addition to providing an appropriate salary, BMT NU Ngasem also provides other benefits such as Health BPJS, service fees, service fees, walimah allowances, birth allowances, and others. Apart from the Synergy program, staff at BMT NU Ngasem are also taught to give alms. Every salary receipt date will be automatically deducted for waqf payments. These deductions have different amounts depending on the employee's salary, position and title.

In addition to the benefits provided, the career path system at BMT NU Ngasem is very open to all employees. With the existence of an internal regeneration program this process is more structured. This class contains learning about leadership, sharia economic principles, excellent service and other material that is always updated according to the times.

For employees who take part in the internal regeneration program, there will be an assessment at a later date. If the management opens vacancies for new leaders, both for new branch offices or new business aspects. Through this program, employees who join have been equipped with sufficient materials to become leaders.

Apart from routinely providing BMT NU Ngasem training programs, they also routinely hold scientific seminars that contain religious studies, marketing, management, and so on. holding these seminars so that employees are always enthusiastic and

motivated and can continue to learn to gain new useful knowledge. Moreover, because the direction of management of BMT NU Ngasem is Islamic banking in general, therefore BMT NU Ngasem wants to be serious about optimizing the available resources, especially in the field of human resources.

Rewards

Apart from implementing the Synergy program, BMT NU Ngasem also implements a reward system for employees. BMT NU Ngasem also implements a reward system for employees who have employees who have good performance and can meet the set targets. This reward will be given to employees every month and will be accumulated every year. For 2 exemplary employees in one year who are never late, have good character and performance, not many permits, and get the most funding and fully contribute to the institution will get a free Umrah prize. For official/permanent students, if they are married or married, they will register for Hajj. Whereas for rank 3 exemplary employees will get prizes in the form of a predetermined nominal.

Punishment

In addition to the reward system, BMT NU Ngasem also implements a punishment system. For employees who cannot meet the monthly target, the target in the following month will increase, and if there are employees who are less enthusiastic so that it

interferes with performance, the management will pay visits to employees. Employees who are not disciplined will also be given a Warning Letter (SP) according to the weight of their indiscipline. In addition, for employees who are materially detrimental, they will receive punishment in the form of job rotation, demotion to layoffs. BMT NU Ngasem implements a reward and punishment system with the aim that existing human resources have good quality not only in knowledge but also in morals and performance.

ALLOCATION OF OTHER RESOURCES SO THAT THE FORMULATED STRATEGY CAN BE EXECUTED

Marketing

BMT NU Ngasem applies Marketing Mix (Marketing Mix). Marketing Mix is marketing used by the BMT to shape the characteristics of the services offered to target members. At BMT NU Ngasem, the marketing mix is implemented which consists of 7P, namely:

1. Product
2. Price
3. Place
4. Promotions
5. People
6. Process
7. Physical Evidence.

Technology

Technological developments are increasingly rapid causing BMT to further improve digital services. This

is intended so that BMT can maximize its services to members and improve operational quality. So that BMT is expected to develop its own digital technology.

The following is the implementation of existing technology at BMT NU Ngasem:

1. BMT NU Ngasem Mobile Banking
2. WhatsApp Notifications
3. Employee Attendance Application
4. Intitute Cash Mobile Banking
5. Baitul Maal Mobile.

It can be concluded that the stages of implementing strategic management at BMT NU Ngasem are in accordance with Fred's theoretical concepts. R David. This stage includes employee management, marketing, and technology applied at BMT NU Ngasem.

STRATEGY EVALUATION

The last stage is strategy evaluation. In the strategic management stage this aspect is the most important stage. Here are the steps:

Employee Performance Measurement

The employee performance appraisal system at BMT NU Ngasem is carried out using the Key Performance Indicator (KPI), the assessment process is carried out once a month. Then collected for one year. The results of this assessment became the basis for the management of BMT NU Ngasem to provide rewards or punishments

Employee performance appraisal uses KPIs that aim to be able to find out employee performance more precisely,

focused and measurable. This is because in KPI there are two aspects that are measured in the employee appraisal system, namely competency aspects and results aspects. Competence can be seen by carrying out competency assessment. Meanwhile, the results aspect can be known from the assessment of a series of performance indicators called KPIs or main work indicators.

The process of developing employee performance at BMT NU Ngasem is carried out optimally, objectively and makes a positive contribution to business performance at BMT NU Ngasem. KPI itself is a measure or indicator that will provide information to what extent BMT NU Ngasem has succeeded in realizing the strategic goals that we have set. KPIs are specific measures of an organization's performance within its business area. These measurements can be either financial or non-financial that can be used to measure the organization's strategic performance.

In preparing KPIs at BMT NU Ngasem, performance indicators must be clear, specific and measurable. KPIs must also be stated in detail so that it becomes clear what is being measured.

These aspects and categories are then derived into key indicators which are used as a basis for measuring employee performance at all levels and all departments/divisions in BMT NU Ngasem. In addition, the use of KPI as an evaluation system for employee performance is quite comprehensive, considering the number of employees

working at BMT NU Ngasem, which is quite a lot, around 150 people.

After obtaining the results of measuring employee performance at BMT NU Ngasem, the next step is an evaluation carried out by management. This evaluation will result in decisions on exemplary employees, employees who are transferred to positions, and employees who are dismissed due to poor performance.

STRATEGIC MANAGEMENT EVALUATION

This strategic management evaluation stage is carried out during the annual member meeting. This annual member meeting was attended by the Sharia supervisory board, management, all staff, member representatives, and BMT NU Ngasem partners. This meeting is based on the results of financial reports and employee performance reports. This meeting will also discuss budget determination, what targets will be achieved next, and so on. In addition, the strategy evaluation process carried out by BMT NU Ngasem has the aim of analyzing the organization's internal and external aspects. To find out whether there are weaknesses, threats, opportunities, strengths, or potentials that can be developed which are useful for improving BMT NU Ngasem. The annual member meeting is held regularly every year. This meeting will also provide rewards for exemplary employees.

Apart from the annual member meeting which is held once a year, at BMT NU Ngasem there are also other meetings for evaluation. Evaluation at BMT NU Ngasem besides being carried out during RATs is also carried out routinely by each division starting from tellers, marketing, branch managers, which will then be discussed and evaluated by management and administrators.

Marketing

evaluation in the marketing division conducts regular meetings every month. Matters discussed in regular meetings include targets from each marketing staff, both landing targets and funding in accordance with the targets of each branch. Besides that, this meeting discussed the productivity of withdrawing waqf boxes and savings. Service offerings, active withdrawal of services and services according to standards. As well as discussing the activeness of marketing staff in evaluations and joint meetings. For now the marketing team is focused on digital promotions.

Technology

Technology evaluation is carried out routinely every month. Things discussed in regular meetings include evaluating existing technology at BMT NU Ngasem, updating existing applications by adding application features. It can be concluded that the strategy evaluation stages at BMT NU Ngasem are in accordance with Fred.R David's concept. Strategy evaluation activities at BMT NU Ngasem are held

once a year at the Annual Member Meeting (RAT) which is attended by the sharia supervisory board, management, staff, member representatives, and partner representatives. Apart from during the RAT, routine evaluations are carried out every week and month by the management and divisions at BMT NU Ngasem.

IV. CONCLUSION

Based on the results of research conducted on the strategic management process which includes strategy formulation, strategy implementation, and strategy evaluation, it can be concluded:

1. The stages of strategy formulation carried out by BMT NU Ngasem are carried out by deliberation between supervisors, administrators, management, and all staff. In its inception, BMT NU Ngasem has never experienced a change in vision and mission. Because the vision and mission that has been formulated are in accordance with the objectives of the establishment of BMT NU Ngasem. Basically, BMT NUNgasem is a financial institution that does not only seek profit, but introduces the community to the implementation of economic activities in accordance with Islamic law to avoid usury.
2. Management of human resources, marketing and technology carried out by BMT NU Ngasem in the process of implementing the strategy, namely by providing a salary that is in

accordance with the UMK and according to the position currently occupied, openness to career paths, promotion, benefits and other incentives. In this case, BMT NU Ngasem focuses on developing employee capabilities and performance abilities. Therefore, BMT NU Ngasem held seminars, workshops, training, and regeneration classes. BMT NU Ngasem also routinely holds Islamic studies classes for employees to have morals and behave according to the guidelines of the Qur'an

3. At the strategy evaluation stage carried out by BMT NU Ngasem is by way of meetings by supervisors, administrators, management, and all staff. This meeting is based on the results of employee performance, marketing, finance, and others. The results of this evaluation are carried out in a transparent manner so that all parties can know the performance and targets that have been achieved. Evaluation of the BMT NU Ngasem is carried out routinely every week, month, year according to the schedule of each division. Strategy evaluation is also carried out to determine future budgets, correct internal deficiencies, and seek market opportunities, and change strategy if needed.

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