

THE EFFECTIVENESS OF THE SUCCESS OF SHARIA COOPERATIVES DEVELOPMENT IN INDONESIA

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The Sharia Cooperatives are financial institutions that have orientation towards the efforts to improve their members and society's welfare. The emergence of sharia cooperatives in Indonesia becomes one of responses considering that the sharia banking development is still centered to the middle and upper society. In fact, the sharia microfinance institutions have grown to be the alternative of economic condition recovery in Indonesia, especially as the partner of the small businessmen in the provision of capital. Despite growing rapidly, the sharia cooperatives still experience many obstacles in their development. There are still many problems faced by the institutions both from internal, external and regulation sides. This research tries to identify the factors of need, obstacles and purposes in the development of sharia cooperatives in Indonesia, by using Interpretative Structural Model (ISM) approach. Besides, it also is used to see the measure of success and element of the measure of the effectiveness of the development of sharia cooperatives. The result of this research has drawn conclusions among others are: (1) The element of obstacle which is the main key faced in the strategy of development of sharia cooperatives in Indonesia to increase Micro Small and Medium Enterprises namely lack of support in the field of sharia cooperative law; (2) The measure of success which is the main key in the development strategy of sharia cooperatives in Indonesia to increase Micro Small and Medium Enterprises is the increasing number of the professional Human Resources of the sharia cooperatives; (3) Element of measure of effectiveness which is the main key faced in the strategy of sharia cooperatives development in Indonesia to increase the Micro Small and Medium Enterprises, that is the increase of profitability at the sharia cooperatives and the implementation of sharia principles in each contract and transaction.

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INTRODUCTION

The Sharia Cooperatives are non-governmental group as the people's economic institution which strives to develop productive businesses and investment based on sharia principles. The existence of sharia cooperatives with significant numbers at several areas in Indonesia are not supported by supporting factors which allow the micro institutions keep developing and going well. In fact many sharia cooperatives disappear and disperse.

Based on the above phenomenon, the sharia cooperatives development is considered to be not fully able to answer the real economic problem exist in the community. This is caused by some factors among others are, there is no adequate yet the educated and professional human resources, it relates to the human resources management and cultural development and weak entrepreneurship of our nation, the relatively small and limited capital (funds), the ambivalence between sharia concept in the LKMS management and the operation in the field, the low level of trust from the Muslims and academically it has not been perfectly formulated to develop the Islamic financial institution systematically and proportionally. The complexity of the issues have impact on the society trust with regard to the existence of sharia cooperatives amongst the conventional financial institutions.

Whereas, based on the background of the establishment of the sharia cooperatives, it becomes the answer for the demands and needs for Muslims. The presence of sharia cooperatives comes up when the Muslims expect the existence of Islamic-based financial institution and free from element of usury of which it is declared as haram. Based on data available, the growth of sharia cooperatives in Indonesia (including BMT) keeps increasing fast. According to [Suharto \(2010\)](#), in the BMT development in 2010 the assets grew in range of 35% - 40% on the average, *financing to deposit ratio* is still around 100%. This proves that the sharia cooperatives are acceptable by the society as the institution that could empower the lower class society.

The existence of Islamic microfinance institutions have significance for the economic development with sharia-insight mainly in providing solution in empowerment of small and medium businesses and become both the core of populist-based economic power and the main support of national economy. This shows that the role of sharia cooperatives is very important for the society because it is a micro sharia institution which is able to solve the fundamental problem faced by the small and medium businessmen especially in the capital sector. The sharia cooperatives do not only function in the capital distribution but also handle social activities.

Conceptionally, the sharia cooperatives are the institution of which the existence is very needed mainly by the micro society. However, in the operational sector it still has many weaknesses. Therefore, the problems should be well overcome in order to be able to create positive image for clean micro sharia financial institution and trusted by society.

Therefore, based on the above-mentioned background, the formulation of problems chosen in this research are: what obstacles faced by the sharia microfinance institution in Indonesia? What are the need, goal and success measure and effectiveness measure of sharia cooperatives development in Indonesia. By using approach of ISM method some questions will be tried to be answered and the solution will be found.

[Siswanto \(2009\)](#) in his research entitled "Strategi Pengembangan Baitul Maal Wattamwil (BMT) Dalam Memberdayakan Usaha Kecil dan Menengah" with the purpose of research to identify and analyze BMT model which could empower the small business, and find strategy and effort in order the BMT is able to empower the Small and Medium Businesses. This research is conducted by using Descriptive method, namely analyzing the theme of the previous data of literature and research related to his research. This research tries to analyze the weakness and develop the advantage of the BMT institution by using SWOT technique, and continued by providing solution and strategy in the BMT development. The BMT weaknesses are among others: a) external factor (competition level with competitor, collaboration or cooperation with financial institution, government policy and other external factor such as NGO) b). internal factor (product of financing program and saving, management competition and funds management). The solutions provided in relates to the problems are: a) must focus to the vision and positive image in the society, business prospect, management capacity, system of technology, operational and risks. The other research related to the development strategy of sharia microfinance institution (LKMS) was conducted by [Rusydia and Devi \(2013\)](#). The research tried to identify the dominant causes and factors that become the obstacles in the development of LKMS in Indonesia, by using the approach of *BOCR Analytic Network Process (ANP)* method, including proposed strategic solution. Based on the priority sequence, therefore, the alternative of aspect shows that the technical aspect is the aspect of priority, followed by legal/structure aspect, market/communal aspect, and HR aspect. The explanation of overall solution results the priority sequence as follows 1) Development/socialization/mentoring of the society becomes the main priority followed by 2) product innovation 3) strategic location 4) cooperation with

other LKS and 5) make external elements as information centers and socialization media. Whereas the strategy priority which is considered to be able to increase the development of LKMS in Indonesia consists of 1) to optimize the government role in financing 2) to coordinate with PINBUK, and 3) *linkage program* of LKMS-BMT-BPRS-Bank Umum Syariah.

On other place, [Muhar \(2009\)](#) analyzes the role of microfinance institution for lower class society and strategy for LKM development. The result of research shows that the microfinance institution is able to finance the micro business, therefore it could increase the micro business capital. However, this potency could not be optimally used due to there are obstacles faced by the microfinance institution among others are overlapping institutional aspect, lack of resources in managing LKM as well as the lack of capital of the LKM itself. In this journal the researcher provides solution by efforts to strengthen the bill concerning the LKM institution and the government commitment to the linkages between SME and the development of microfinance institutions.

There are some studies related to Islamic economic and finance conducted by using ISM method. Some are conducted by [Rusydia and Devi \(2018\)](#) regarding sharia cooperatives, [Ascarya et.al \(2012\)](#) regarding the sharia bank development, and [Devi and Rusydia \(2016\)](#) regarding pada group-based lending model. The other research was conducted by [Rusydia \(2018a, 2018b\)](#) related to sharia fintech and dan development of cash waqf. [Bolanos et.al \(2005\)](#), and [Kanungo & Batnagar \(2002\)](#) studied other industrial applications. The research using ISM model that is more theoretically has been conducted by [Lee \(2007\)](#) and [Takkar et.al \(2007\)](#).

METHODOLOGY OF RESEARCH

Source and Method of Collecting Data

The data used in this research is primary data which is obtained from interview with 9 (nine) experts and practitioners, questionnaires distributed to the respondents, and literature study related to the problems faced in the development of Sharia Cooperatives in Indonesia to increase the MSMEs.

Some sub-element of strategy of development of Sharia Cooperatives in Indonesia to increase the MSMEs obtained from literature study and discussion. The strategies would be st of in the form of questionnaire by using the *Interpretative Structural Modelling* (ISM) approach, following [Saxena](#) with 9 elements, namely need, obstacles or problems, possible change, goal, benchmark of success, activity, actor,

influenced segment of society, and measure of effectiveness.

General Description of *Interpretative Structural Modelling* Method

Interpretative Structural Modeling (ISM) is modelling technique which is developed for strategy policy planning ([Marimin: 2004](#)). ISM was created by J. Warfield in 1973, of which Warfield defined ISM as learning process with computer aid which enable the individu or group to develop complex relationship map among the various elements involved in the complex situation.

Interpretive Structural Modelling (ISM) as applied by [Bhattacharya and Momaya \(2009\)](#), is sophisticated interactive planning methodology that enable a group of people work as team, to develop the structure that define the relationship between elements in a community. The structure is obtained by answering simple questions. The structured elements (such as goal, obstacles, problems, and so on) determined by group in the beginning of ISM planning session. The ISM process is started from modelling system and ended by model validation. Through the ISM technique, the mental model which is unclear transformed to the visible system model.

ISM is a method in decision making from the complex situation by relating and organizing ideas in the visual map. In the decision making, there is similarity between ISM with the Analytic Network Process (ANP) method developed by [Thomas L. Saaty](#). For example, the research which was conducted by [Rusydia & Devi \(2013b\)](#). The basic idea is using the experienced expert and practical knowledge to elaborate the complicated system to be some sub-systems (elements) and build a multilevel structural. ISM is often used to give basic comprehension of complex situation, and arrange actions to solve problems ([Gorvett and Liu, 2007](#)).

In the implementation of ISM method, first of all brainstorming with the experts is conducted to obtain ideas of organization developmet, of which the experts consists of people who understand the ISM concept, understand the development model of developing sharia cooperatives, having expertise in the field of microfinance and empowerment. From the discussion regarding the development strategy some ideas or variables obtained of which they would be processed using the ISM.

The first step in the ISM processing is to make *Structural Self Interaction Matrix* (SSIM), where the contextual relationship is made from the variables by making one variable i and variable j . Next step is making *reachability matrix* (RM) by changing V, A, X and O with numeral 1 and 0. Last step is making *Canonical Matrix* to determine level through iteration. After there is no more *intersection*, further model produced by ISM

is made of which it is a model to solve problems, in this case the development of sharia cooperatives model. From this model it would be made a road map of institution development (*level*).

Relationship between Elements in ISM

According to Marimin (2004) the process of ISM method is conducting calculation in accordance with *Transivity Rules* where correction to the SSIM is conducted until closed matrix occurs. The SSIM modification needs input from the panelists/experts, with special note in order the attention would be focused only to the certain sub-element. Revision result of SSIM and matrix that fulfill the *Transivity Rules* will be further processed. As to the revision, the matrix transformation could be conducted using computer program.

The *Transivity Rules* is a completeness rule from *casual-loop*, for instance :

A influences B

B influences C

So A (should) influence C

D increases E

E increases F

So D (should not) reduce F

Table 2.1 Linkages Between Sub-element in the ISM Technique

No.	Type	Interpretation
1.	<i>Coperative</i>	. A is more important/bigger/more beautiful than B
2.	<i>Definitive</i>	. A is B's attribute . A includes in B . A interprets B
3.	<i>Influence</i>	. A causes B . A is part that causes B . A develops B . A moves B . A increases B
4.	<i>Spiral</i>	. A is south/ north of B . A is above B . A is on left side of B
5.	<i>Temporate/Time Scale</i>	. A precedes B . A follows B . A has more priority than B

Further processing from the *Reachability Matrix* that fulfills the *Transivity Rules* is the *level partition*. The processing is tabulative by format filling and could be conducted with computer assistance. Based on level choice, the scheme of each element could be drawn by vertical level or horizontal level.

Process of Interpretative Structural Modelling Technique

For various sub-elements in an RM-based element the *Driver-Power-Dependence* is set. The classification of sub-elements is described in 4 sectors as follows (Marimin, 2004):

Sector 1 : *Weak driver-weak dependent variables (AUTONOMOUS)*. The driver in this sector in general does not relate to system, and could have a little relationship, although it could be strong.

Sector 2 : *Weak driver-strongly dependent variables (DEPENDENT)*. In general the driver at this sector is not independent.

Sector 3 : *Strong driver-strongly dependent variables (LINKAGE)*. The driver at this sector must be studied carefully due to relationship between the drivers is not stable. Every the driver's action will impact to the others and the influence feedback may increase the impact.

Sector 4 : *Strong driver weak dependent variables (INDEPENDENT)*. The driver at this sector is a part of remainder of system and called as the independent driver.

In the whole process of ISM technique the various work sequence from step of hierarchy making until analysis result could be seen at the Figure below. Depending on the purpose and model engineering team and requirements for the studied subject matter, various form of model structure could be raised in ISM. Based on the empirical experience in composing sub-elements of a certain element, initially it needs *exhausted list*. After that it is reduced using principle of eliminating the unimportant sub-elements; and or combine two or three sub-elements.

RESULT AND DISCUSSION

Element of Obstacles/Problem

The element of obstacles in development strategy of Sharia Cooperatives in Indonesia to increase MSMEs is explained in 9 (nine) sub-elements as follows: (E1) the weak of accounting management system by using IT, (E2) lack of support for the sharia cooperatives law, (E3) lack of professional sharia cooperatives HR, (E4) poverty increasing in Indonesia, (E5) high rates of unemployment, (E6) lack of access of finance for *un-banked moslem people's need*, (E7) the absence of the DPS (Sharia Controlling Board) at the sharia cooperatives, (E8) operational cost inefficiency, (E9) lack of socialization and promotion for sharia cooperatives. The result from the ISM processing for element of obstacles/problems could be seen below, with the following details:

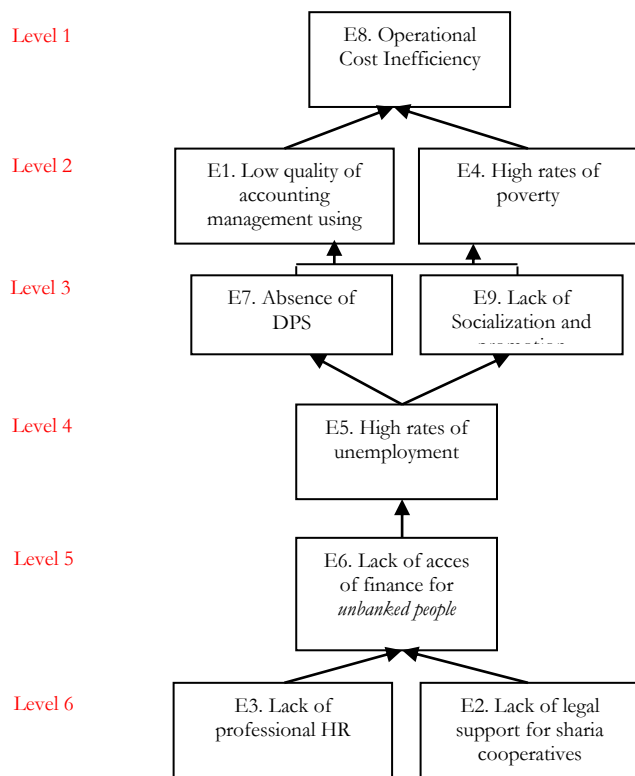


Figure 3.1. Element of Obstacles/Problem Structure Model

The above figure shows the sequence of step of obstacles/problems in implementation of development strategy of Sharia Cooperatives in Indonesia to increase MSMEs. The last level namely level 6 is a key sub-element of the element of obstacle, that is lack of professional HR and lack of legal support for the sharia cooperatives. It means that lack of the professional HR and lack of legal support for sharia cooperatives have the biggest impact in the implementation of development strategy of Sharia Cooperatives in Indonesia. The HR issue becomes the very common issue faced by almost all organizations both social and *profitable* organizations. The HR quality and professionalism in an organization especially in sharia cooperatives could play an important role to develop the role of sharia cooperatives for financing MSMEs. Therefore both these elements, namely HR and Sharia Cooperatives Law could not be just ignored, it must be the short-term priority management.

Benchmark of Success Element

Benchmark of success element in the development strategy of Sharia Cooperatives in Indonesia to increase the MSMEs is explained in 9 (nine) sub-elements as follows: (E1) IT-based accounting management transparency, (E2) Standardization of sharia cooperatives law, (E3) Professional sharia cooperatives HR, (E4) Increasing of per capita income and HDI (*Human Development Index*), (E5) Decrease in unemployment, (E6) increase of

number of *bankable people*, (E7) increase of sharia practice in sharia cooperatives and role of DPS (Sharia Controlling Board) at sharia cooperatives, (E8) achievement of technical efficiency and *overall*, (E9) number of socialization and promotion of sharia cooperatives. The result of the ISM processing for the benchmark of possible success element could be seen below with details as follows:

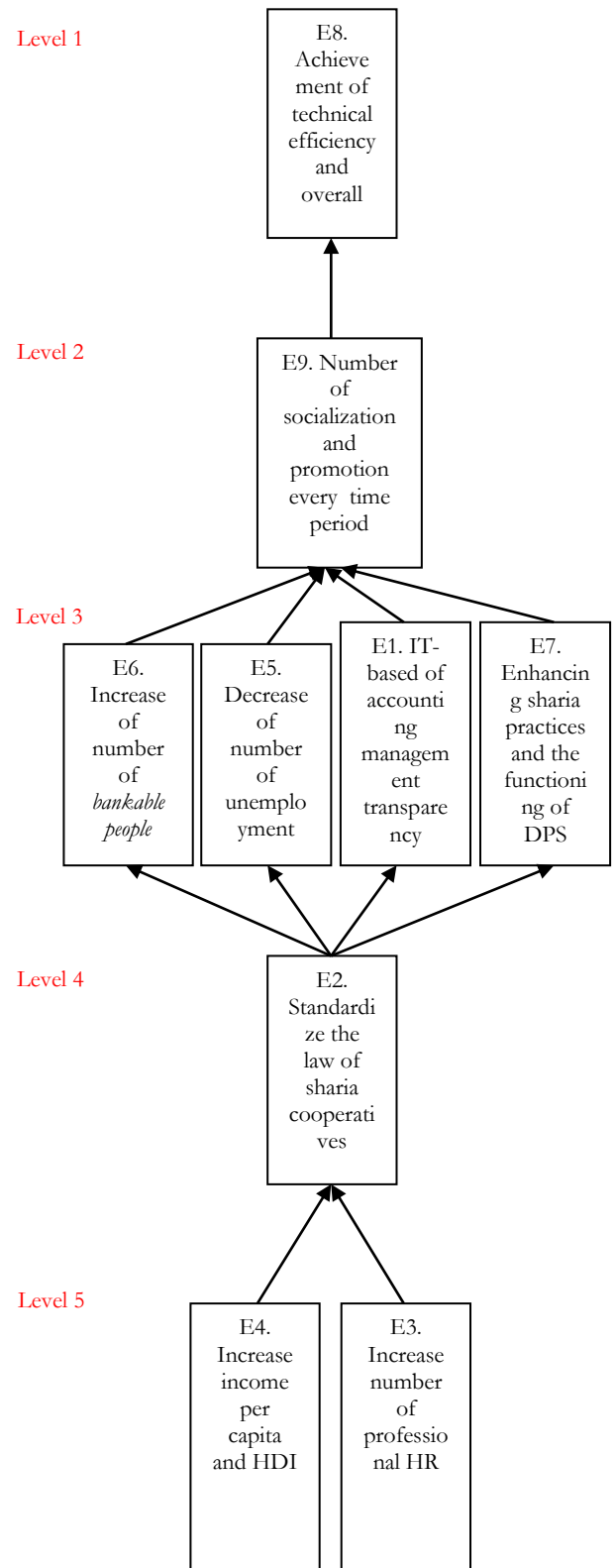


Figure 3.2. Benchmark of Success Element Structure Model

The benchmark of success in this research can be seen from the increase of *income per capita* of society (cooperatives members) and increase of number of professional HR at the sharia cooperatives. One of goals of the sharia cooperatives existence is to welfare their members. The members of sharia cooperatives are generally the society having limitation in collateral matter to receive financing. Therefore, if he is a member of sharia cooperatives, he could borrow by using financing contracts. The function of sharia cooperatives is to welfare their members marked by increase of *income per capita* at the area, this is also reflected through the increase of buying power of the society. Moreover, the main benchmark of success is increase of number of professional HR. The sharia cooperatives are expected to be not only satisfied on the quantity of their members but also become one of visions of the sharia cooperatives in order the member may have quality both in the muamalah and sharia aspects. Therefore, the role of sharia cooperatives to increase MSMEs in Indonesia which not only has capability in business sector but also spiritually comprehend could be achieved.

Element of Influenced Society Segment

Element of influenced society in the development strategy of Sharia Cooperatives in Indonesia to increase MSMEs is described in 7 (seven) sub-elements as follows: (E1) Ministry of Cooperatives and MSMEs, (E2) Local Government, (E3) Sharia Financial Institution (including in this case Banking Institution, non banking, and sharia cooperatives), (E4) MSMEs, (E5) community, (E6) DSN-MUI (*sharia advisor*), (E7) Academician. The result of the ISM processing for element of actor or institution could be seen below, with details as follows:

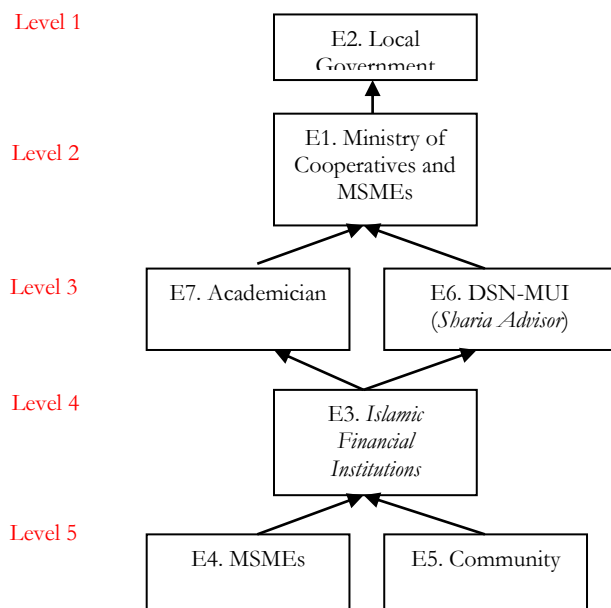


Figure 3.3. Structure Model of Influenced Society Element

The element of society that are most influential by the development of Sharia Cooperatives in Indonesia to increase the MSMEs are the MSMEs actor and business communities. The existence of the sharia cooperatives is expected to be the financing alternative for the society with weak economies and business communities, such as farmer community, fisherman community, and so on. By the financing from the sharia cooperatives it is expected to mitigate the dependence of micro business actor and community of farmer/fisherman to terhadap interest loans and loan sharks. Therefore, the increase of financing for micro businesses could also increase the sharia cooperatives income.

Element of Effectiveness Measure

Element of effectiveness measure in development strategy of the Sharia Cooperatives in Indonesia to increase the MSMEs is described in 9 (nine) sub-elements as follows: (E1) IT-based accounting management accessibility, (E2) implementation of standardization of Islamic law and positive law of sharia cooperatives in every contract/agreement, (E3) professional HR could increase profitability of sharia cooperatives and implementation of sharia principles in transaction, (E4) increase of income percapita within certain period (time target) and HDI of the society, (E5) the growth of number of micro businesses, (E6) increase of number of *bankable people*, (E7) transaction in sharia cooperatives in accordance with the sharia principle, (E8) increase of efficiency at each observation period, (E9) the growth of sharia cooperatives in Indonesia and sharia cooperatives members. The result of the ISM processing for the element of effectiveness measure could be seen below, the the details as follows:

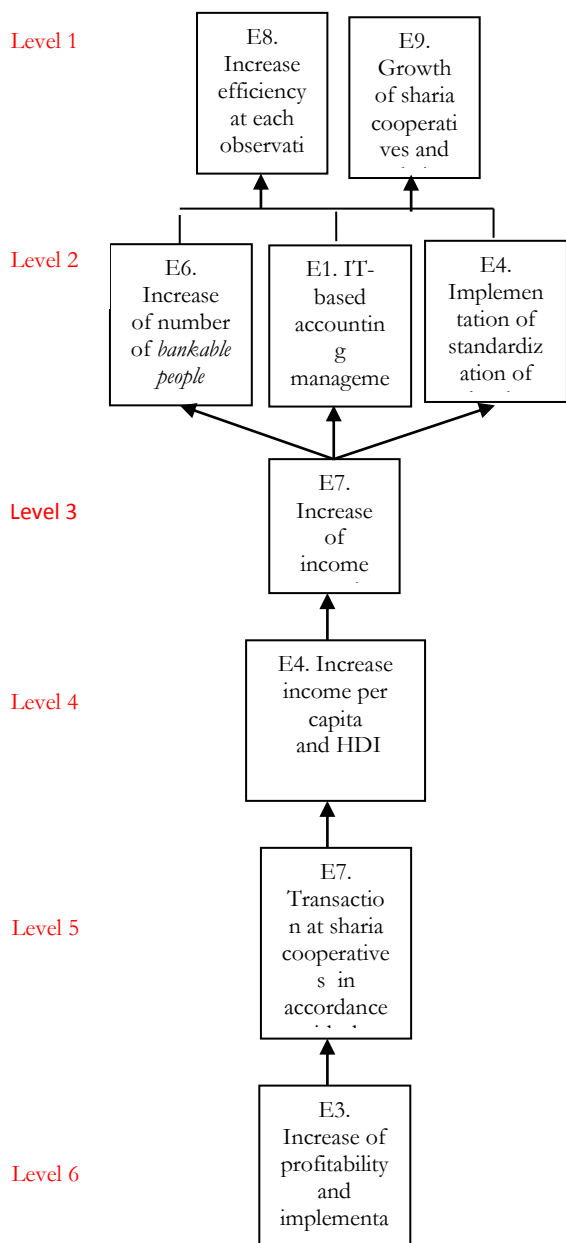


Figure 3.4. Element of Effectiveness Measure Structure Model

The ISM processing result shows the step sequence of effectiveness measure in the implementation of development strategy of Sharia Cooperatives in Indonesia to increase MSMEs. The last level, level 6 is key the sub-element of the element of effectiveness measure, namely the increase of profitability and the implementation of sharia principle. The effectiveness measure assessed by the optimal HR role to increase the sharia cooperative function in providing financing for their members, therefore the profitability level could be achieved. Moreover, the sharia principles applied in each contract/agreement transaction at the sharia cooperatives also becomes the

most priority effectiveness measure to develop the sharia cooperatives function in order to increase the MSMEs in Indonesia.

Sub-element of Key of Development Strategy of the Sharia Cooperatives

Sub-element of main key is sub-element which is used as driving motor, of which in the implementation could be the main sub-element which needs attention. Since the key sub-element could dapat affect the success or failure of other sub-elements. In this research, the researchers gather perception from experts and practitioners with regard to the agreed key sub-element. The main key sub-element in this research is the need of legal support in the form of standardization of sharia cooperatives law, both in the form of sharia law and positive law. Moreover, it needs qualified and professional HR of sharia cooperatives management. The strategy is used for answering the weakness and obstacles faced by the sharia cooperatives kelemahan dan hambatan yang dihadapi oleh koperasi syariah to-date, that is lack of legal support and lack of professional sharia cooperatives HR.

Further the key sub-element of the possible changes namely to prepare the professional sharia cooperatives HR. To realize the professional HR, training and education to increase the sharia cooperatives employees' knowledge/expertise, the development of product variant of the sharia cooperatives, and providing certification for professional HR could be conducted. According to priority, the Islamic financial institution has an important role to increase the sharia cooperatives role to finance the MSMEs, followed by MSMEs themselves, Ministry of Cooperatives and MSMEs, communities, LOCAL Government, DSN-MUI and the last is academician. The element of society segment thare very affected by the developmet strategy of the sharia cooperatives is the MSMEs actors and business communities.

CONCLUSION AND RECOMMENDATION

The development strategy of sharia cooperatives in Indonesia is needed to optimize the role of sharia cooperatives in developing the MSMEs sector in Indonesia. This research tries to describe the key sub-element in order the development strategy of the sharia cooperatives can run optimally. The result of this research gives some conclusions among others are: (1) Element of obstacles that is the main key faced in the development strategy of the sharia cooperatives in Indonesia to increase the MSMEs is lack of support of the sharia cooperatives law; (2) Element of success measure that is the main key in the development

strategy of sharia cooperatives in Indonesia to increase the MSMEs is increase of number of professional sharia cooperatives HR; (3) The element of effectiveness measure that becomes the the main key faced in the development strategy of sharia cooperatives in Indonesia to increase the MSMEs is the increase of profitability at the sharia cooperatives and implementation of sharia principles in every contract and transaction; and (4) The element of affected society segment that becomes the mai key in the development strategy of the sharia cooperatives in Indonesia to increase the MSMEs is the MSMEs themselves.

Based on the result of this research, the following are some recommendations we provide to the stakeholders of sharia cooperatives among others are it needs coordination and cooperation between all policy holders and the sharia cooperatives actors to realize the sharia cooperatives that having strong legal support, profitable, and become the alternative finance institution for the lower class society (*un-bankable people*). The MSMEs sector is one of the dominant business sectors in Indonesia therefore it needs to be supported through the strong capital aspect. The sustainable improvement is not only demanded for the cooperatives management but also for all cooperatives members. The cooperatives members also need training and education to increase business skill, and ability and comprehension in the implementation of sharia principles. If the MSMEs actors and communities could do business in sharia, it is expected that sharia cooperatives transaction can be a blessing and profitable.

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