**DEVELOPMENTAL MODEL OF ISLAMIC MICROFINANCE INSTITUTIONS IN WEST SUMATERA USING ANALYTIC NETWORK PROCESS (ANP) APPROACH**

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**Abstract**

Since 2012 to 2020, seven BPRS located in West Sumatera has not developed, with core capital under 6 billion, so that BPRS has potential to bankrupt and marger. According to social and culture, West Sumatera has potential to develop islamic microfinance institutions so, strategies to solve problem and develop BPRS in West Sumatera using ANP approach are needed. This research was aimed to reveal and map problems faced by Islamic microfinance institution (BPRS) in West Sumatera both in social and management side. Afterward, it revealed solutions, strategies, and priority rank of long term alternative strategies using analytic network process method (ANP). Methodology used in this research was qualitative aimed to capture a value or expert viewpoint and syariah scholars about the development of islamic microfinance institution (BPRS) in West Sumatera. Analytical Network Process (ANP) was utilized as analysis tools. It revealed 1). The developmental problem of Islamic Microfinance Institution in West Sumatera included manajemen issue, competition issue, policy and risk issue. Management was dominant problem founded in Syariah Microfinance Institution with value 0,427. Then, it was followed by regulation and risk problem 0,293 and the last problem was competition issue 0,278, rater agreement0,456 or 45,6%.(2). Solution to develop BPRS in West Sumatera, result remarked managerial solution obtained 0,430 followed by regulation and risk 0,294 and the third, competition, obtained 0,275, reteragreement 0,481 atau 48,1%. (3). Strategies to develop BPRS in West Sumatera, the result of regulation criteria was right on the target obtaining the highest criteria 0,386. Then, the establishment of strategic planning with value 0,382 and affirmation of company value and local genius 0,230, *rater* *agreement* 0,382 or 38,2%

Keywords : Model, Islamic Microfinance Institution, ANP

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Background of the research

Microfinance has rapidly grown since the success of *Grameen* bank program which is introduced by Muhammad Yunus (Noble peace price winner 2006) in Bangladesh in 1980[[1]](#footnote-1). World finance institution begins to notice on microfinance conducted by bank and microfinance institution (MFI) aimed to resolve poverty and obtain profit[[2]](#footnote-2).

Model offered by *Grameen* bank program has been appeal and solution to resolve poverty and social economic issue[[3]](#footnote-3). *Gremeen* bank has considered as solution when conventional bank did not have big concern to the poor[[4]](#footnote-4). In Indonesia, *Grameen bank* recognized as microfinance institution which has main goals to enhance villagers’ economic[[5]](#footnote-5).

Microfinance institution which has grown and thriven in Indonesian social life remarks that this institution is very needed by community. according to Rudjoto, there are four MFI roles in developing the economy of local community[[6]](#footnote-6).

First, increasing economic productivity of local community. Second, increasing local community income. Third, creating new job vacancy in village, so it can minimize the communities’ desire to do urbanization. Fourth, support government program to strive the income equalization of villagers and resolve the poverty.[[7]](#footnote-7)

Regard to the policies which has been performed by govermemt to MFI are the design of three main economic policies. First main policies is the increasing of financial service. The second policy is the increasing of financial service infrastructure in the form of market access, billing and payment service, ease of investment and saving, and general support on the implementation of trade transcation. Third, the increasing of skill and mastery on technical aspect and business management[[8]](#footnote-8)

Development of banking industry remarks intense competition, technology mastery and financial support*[[9]](#footnote-9)*. As stated by Aam.S Rusidiana in his research about “Untangle the problems and solution to develop Islamic Microfinance Institution in Indonesia by using ANP BOCR approach”. It revealed Islamic MFI in Indonesia are still having many issues especially human resources and lack of Moslem trust to use the service of Islamic Finance Institution.[[10]](#footnote-10)

 Darwanto in his research “reinforcement strategies of Islamic microfinance based on institutional economy using ANP approach”. He stated the limitation of human resources is still a problem for Islamic MFI alongside the asset limitation, infrastructure*[[11]](#footnote-11)*. Growth and development rate of Islamic Microfinance institution varies greatly therefore, it is necessary to find the ways and developmental model of Islamic microfinance institution so that it can grow becoming strong and competitive institution[[12]](#footnote-12).

Like the result of Sucipto’s research which highlight the problems faced by Islamic finance institution using *maqashid syariah* approach with discussion “ maqashid syariah based strategies in enhancing competiveness of Islamic microfinance institution”. This finding was correlated with *ukwah* and professionalism in Islamic microfinance institution which was main problem faced by this institution.[[13]](#footnote-13)

In addition, Nur Atiqah Mahmudah explained in a research that problem faced by microfinance institution in Indonesia can be seen from two side including internal and external factor. Internal factor is dominated by the limitation of human resources and human resources quality. Meanwhile, external factor was related to the competition and government regulation.[[14]](#footnote-14)

According to Mursal in his dissertation explained the problem of Islamic microfinance in West Sumatera is caused by the separation of local cultural reinforcement and the role of indigenous people in developing Islamic microfinance institution. Then, the object of his research was BMT, the main problem proposed was human resources and capital limitation which becoming dominated issue in Islamic MFI in West Sumatera[[15]](#footnote-15)

Human resources issue [[16]](#footnote-16) was very dominant as stated by Euis Amalia in discussion of Evaluating The Models Of Sharia Microfinance In Indonesia: An Analytical Network Process (ANP) Approach.*[[17]](#footnote-17)* On national work agenda and national seminar of Islamic MFI association throughout Indonesia in 2017, there was discussion about Islamic MFI problems; capital limitation and credit expansion which was not balanced with capital reinforcement.[[18]](#footnote-18)

Regulation created by government gives chances to the conventional bank to distribute micro credit with small amount of interest 9% each year to the society, that is becoming new competitor for BPR/S in Indonesia[[19]](#footnote-19). BPR/S with all of limitation will face obstacles and problem when they have to encounter with finance institution having capital and wide market segmentation.[[20]](#footnote-20)

A very tough challenges faced by BPR/S is the existence of financial technology (fintech)[[21]](#footnote-21) especially peer to peer leading program which most of them gives credit to the BPR/S target. According to OJK regulation at the end of 2019 that all of rural bank (BPR) or Islamic rural bank (BPRS) must have core capital of 3 billion[[22]](#footnote-22) and in 2024 they must have 6 billion capital[[23]](#footnote-23). Based on the number of BPR/S in Indonesia, 68% of rural bank have limited capital or under 6 billion.

Table 1

The comparison of BPRS and BPR

|  |  |  |
| --- | --- | --- |
| Aspect | BPRS | BPR |
| Office number  | 164 | 6.081 |
| Profit | 128,536 (billion rupiah) | 2.416 (miliar rupiah) |
| Asset | 8.713 (billion rupiah) | 109.868 (miliar rupiah) |
|  NPL rasio | 10,49% | 6.67% |
|  DPK composition |  |  |
| Deposit | 64,88% | 69,32% |
| Saving | 35,12% | 30,68% |
| Financing (credit) | 6.493,6 (billion rupiah) | 80.330 (miliar rupiah) |

Statistic data of OJK banking, 2017 processed data

Table 1 revealed BPRS performance which was still far under BPR, a very small number of office, small number of asset, small financing, and higher rate of nonperforming loanratio than BPR so that the profit of BPRS is only 5,3% from BPR profit.

Problem faced by BPR in several region in Indonesia was similar with problem encountered by BPR/S in West Sumatera. Socially and culturally West Sumatera is Minangkabau area having strong Islamic values[[24]](#footnote-24),[[25]](#footnote-25) Based on Zahara’s research about the barrier of microfinance in West Sumatera informed problem faced by microfinance Institution in West Sumatera did not only about internal issue related to the willingness and human resources professionalism but also the availability of technology and the competition of finance institution in West Sumatera.[[26]](#footnote-26) According to Ika Yuanita in her research about potency to the bankruptcy of rural bank (BPR) in West Sumatera is the decreasing of BPR number from 103 in 2010 to 65 in 2019 and the total of BPR in 2019 is 192.

Table 2

The growth of BPR number and BPR office in West Sumatera

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Year** | **Head office** | **Branch office** | **Cash office** | **Total** |
| 2010 | 103 | 30 | 22 | 155 |
| 2011 | 100 | 36 | 21 | 157 |
| 2012 | 98 | 38 | 20 | 156 |
| 2013 | 95 | 38 | 17 | 150 |
| 2014 | 95 | 39 | 18 | 152 |
| 2015 | 93 | 40 | 25 | 158 |
| 2016` | 91 | 40 | 100 | 231 |
| 2017 | 91 | 40 | 100 | 231 |
| 2018 | 68 | 32 | 98 | 198 |
| 2019 | 65 | 30 | 97 | 192 |

Source: Bank Indonesia- FSA, Statistic of Indonesia Banking from various edition

Table 3

The growth of BPRS number in West Sumatera 2010-2019

|  |  |
| --- | --- |
| Year | BPRS number |
| 2010 | 6 |
| 2011 | 7 |
| 2012 | 7 |
| 2013 | 7 |
| 2014 | 7 |
| 2015 | 7 |
| 2016 | 7 |
| 2017 | 7 |
| 2018 | 7 |
| 2019 | 7 |

Sumber: Islamic Banking Statistic from various edition.

Meanwhile BPR has grown and rooted in West Sumatera society and it is known the number of BPR decreased. It can be seen from the FSA data on January 2020 that the number of BPR in West Sumatera is 88. Another issue faced by most of BPR/S was related to the fulfilment of core capital; 6 billion in 2024.

Table 4

Number of BPR/BPRS in West Sumatera on January 2020

|  |  |  |  |
| --- | --- | --- | --- |
| **No** | **Regency/city** | **Number of BPR** | **Number of BPRS** |
| 1 | The regency of Mentawai Island | 2 | - |
| 2 | Pesisir Selatan Regency  | 8 | - |
| 3 | Solok Regency | - | - |
| 4 | Sijunjung Regency | 9 | - |
| 5 | Tanah Datar Regency | 14 | 1 |
| 6 | Padang Pariaman Regency | 8 | - |
| 7 | Agam Regency | 10 | 2 |
| 8 | Lima Puluh Kota Regency | 12 | 1 |
| 9 | Pasaman Regency | 5 | - |
| 10 | Solok Selatan Regency | - | - |
| 11 | Dhamasraya Regency | - | - |
| 12 | Pasaman Barat Regency | - | 1 |
| 13 | Padang city | 4 | - |
| 14 | Solok city | 2 | 1 |
| 15 | Sawah Lunto city | 4 | 1 |
| 16 | Padang Panjang city | 2 | - |
| 17 | Bukittinggi city | 2 | - |
| 18 | Payakumbuh city | 1 | - |
| 19 | Pariaman city  | 2 | - |
| 20 | Other regency/city | 3 | - |
| **JUMLAH** | 88 | 7 |

source: Financial Service Authority

Therefore, it is necessary to discover strategy and planning to develop microfinance institution in West Sumatera in order to face challenges and competition among finance institution and internal issue which has existed for long time in BPRS[[27]](#footnote-27).

Research about Islamic Microfinance Institution (BPRS) in West Sumatera needs to create developmental model using ANP approach in order to capture a value and expert perspectives which are not done by previous researcher .

Novelty of this research was trying to describe very complex problem toward long term strategies framework in making decisions so that it obtained targeted formulation in planning and decided policies and development of Islamic microfinance institution in West Sumatera by combining it with local wisdom.

This research was qualitative analysis aimed to capture a value or perspective represented by expert and shariah practitioner about the developmental of microfinance institution (BPRS) in West Sumatera. Analysis tool used was ANP method[[28]](#footnote-28),[[29]](#footnote-29)

Moreover, data used in this research is primer data obtained through in depth interview with expert and practitioner, having comprehension about problem discussed.[[30]](#footnote-30) In order to create strategy and priority level by capturing expert’s perspectives, so that writer concluded to use Analityc Network Process (ANP) as research methodology[[31]](#footnote-31).

Data analysis is process to discover and sistematically arrange data obtained from interview result, note field and other note so that it is easy to comprehend and the finding can be informed to others [[32]](#footnote-32).

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Analysis method applied in this research was qualitative descriptive analysis method and ANP utilizing *softwareSuper Decision 2.6.0.* Descriptive analysis was conducted to microfinance institution (BPR/S) in West Sumatera to find out the managing of microfinance institution in each company[[33]](#footnote-33).

**Development of Islamic Microfinance in West Sumatera**

Based on *literature review* related to discussion of Islamic microfinance institution, in depth interview was conducted with two experts of Islamic microfinance institution and two practitioners in Islamic microfinance along with one regulator of financial service authority (FSA) West Sumatera. The objective of in depth interview was to determine the problem priority in developing Islamic microfinance institution in West Sumatera[[34]](#footnote-34). Generally, development of Islamic microfinance included management activity, competition , regulation and risk

Based on framework which had been arranged, complex ANP network arranged in software Super Decision 2.8, so that it created the following network as illustrated on the figure 13**:**

Analysis began by determining problem priority of Islamic microfinance Institution in general[[35]](#footnote-35). Based on literature review and in-depth interview with several experts and practitioner existed in Indonesia. The problem of Islamic microfinance institution can be seen from management criteria, competition and risk. This three aspect were arranged in questionnaire in the form of pairwise comparison and proposed to 9 respondents consisted of 3 regulator, 3 expert, and 3 practitioner of Islamic Microfinance institution.

The result of data processing from the questionnaire filled by respondent are explained in the following figure 14 which generally showed three essential issues

 It can be seen from the variety of respondent response so that rater agreement in determining problem priority of three aspect was only (W: 0,456) It means there is only 45,6% agreed answer in discovering problem priority.

According to priority of the three criteria above, management issue is main priority in developmental issue in West Sumatera (0,427). Then, it is followed by regulation and risk problem (0,293) and the last priority is competition problem (0,278)

The result of total analysis on the priority of management issue according to the whole data (processed data)

Beside the whole respondent answer, it can be detected that the assessment given by respondent group are regulator, expert and practitioner. The result of synthesis analysis from respondent result can be explained as follow:

1. According to the expert, management issue was priority problem in developing BPRS in West Sumatera (0,435), followed by regulation and risk criteria (0,297). Meanwhile, the criteria of competition issue become the last priority with value only 0,266. The result of rater agreement on expert respondent was (W : 0,777). It means there is 77% respondent agreement showing high rate of respondent agreement level
2. According to practitioner respondent , managrement prolem was also maim problem (0,446), followed regulation and risk probem (0,300) and the last priority is competition issue (0,252). Rater agreement was (W : 0,777) showing high agreement rate that is 77 %.
3. According to regulator, management issue is also main priority with value (0,400) followed by regulation and risk issue (0,317). Meanwhile, competition issue is problem with low priority 0,282. Rater agreement of practitioner respondent is only (W: 0,111). It means there is only 11% agreement among respondent in determining problem priority of BPRS development in West Sumatera. High respondent agreement showed

The result of priority analysis of BPRS development issue in West Sumatera according to respondent group (processed data)

**Solution to develop Islamic microfinance institution in West Sumatera**

Solution explained in this discussion is solution to the problem of BPRS development in West Sumatera according to criteria level and each cluster. After data processing, it obtained solution priority to the problem of BPRS development in West Sumatera.

 Based on problem criteria, All respondent agreed on the priority solution that is management solution (0,430). It is followed with regulation and risk solution value 0,294. Meanwhile, competition solution is low priority (0,275). The result of rateragreement was (W: 0,481) showing high agreement among respondent in determining solution priority of BPRS development in West Sumatera. The following figure 42 illustrated solution priority in general:

Priority analysis result of BPRS development in West Sumatera according to the whole respondent (processed data)

The explanation of whole respondent can be seen from respondent. It obtained the result that according to expert the solution priority is management solution with value of 0,418 followed by competition solution 0,306. Meanwhile, the last priority is regulation and risk solution 0,275. Rater agreement of expert respondent is (W: 0,444) indicating low respondent agreement in determining solution priority of problem criteria.

 Meanwhile, according to practitioner, Main solution priority is management solution with a value of 0,457, followed by regulation and risk solution 0,299. Meanwhile, competition solution had value of 0,242. The result of rater agreement of expert respondent was similar with regulator respondent (W: 0,777). It means only 77,7% agreement of respondent response in determining solution priority

Regulator also highlighted management solution as priority in problem criteria solution with value of 0,415 followed competition solution (0,276). Meanwhile, the last priority is regulation and risk solution with a value of 0,170. Result of rater agreement of regulator respondent was (W: 307) showing low agreement among practitioner agreement in determining solution priority of Islamic microfinance institution management in West Sumatera. It is clear that synthesis result of respondent group can be seen on the following figure 43:

Priority of solution criteria to develop BPRS in West Sumatera (processed data)

**Right strategy to implement in long term strategies framework in developing BPRS in West Sumatera**

Based on *literature review* and *in depth interview* with expert and practitioner, it obtained several strategies in the management of Islamic microfinance institution in West Sumatera. Those strategies are:

1. Targeted regulation
2. Determination of strategic planning
3. Reinforcement of company value and local wisdom

The analysis result remarked the majority of respondent stated the corporation in determining strategic planning is main priority in developmental strategy of BPRS in West Sumatera with a value of 0,382, followed by targeted regulation 0,386. Meanwhile, reinforcement of company value and local wisdom is the last priority 0,230. The gap of priority value was not big especially on targeted regulation and determination of strategic planning showing that this aspect is important strategy so that respondent’s assessment was varied according to their own argument. It can be seen from low score of rater agreement that is (W: 0,382). The priority result can be seen on the following figure 70 :

Priority analysis result of BPRS development in West Sumatera according to the whole respondent (processed data)

If it is seen from respondent group, it will appear the variety of response. The diversity of response can be observed from following synthetic result of respondent group:

1. Expert stated that main priority is targeted regulation with a value of 0,383 followed with the determination of strategic planning 0,3154 and the last priority is reinforcement of company value and local wisdom 0,301. The result of rater agreement indicated quite high degree of respondent agreement with a value of (W: 0,444). It means there is more than 44% of respondent agreement
2. Practitioner also more highlights targeted regulation as main priority with a value of 0,380 follwed by the determination of strategic planning 0,342. Meanwhile, reinforcement of company value and local wisdom was low strategy priority 0,189. The result of rater agreement is (W: 777)
3. Regulator assessed the determination of strategic planning as priority with a value of 0,404 followed by targeted regulation (0,395) and the last priority strategy is reinforcement of company value and local wisdom (0,200). The result of rater agreement was also high (W: 0,777)

Figure 71 clearly illustrated the synthesis result of respondent group as follow:

Priority Analysis result of BPRS developmental strategy in West Sumatera according to respondent group (processed data)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Item** | **Expert****NR** | **R** | **Practitioner** **NR** | **R** | **Regulator****NR** | **R** | **Total****NR** | **R** |
| **Management strategy of Islamic microfinance Institution.**  |  |  |  |  |  |  |  |  |
| 1. Targeted regulation
 | 0.383 | 1 | 0.380 | 1 | 0.395 | 2 | **0.386** | 3 |
| 1. Determination of strategic planning
 | 0.314 | 2 | 0.342 | 2 | 0.404 | 1 | **0.382** | 2 |
| 1. Reinforcement of company value and local wisdom
 | 0.301 | 3 | 0.189 | 3 | 0.200 | 3 | **0.230** | 1 |
| **Rater Agreement** | **0.444** | **0.777** | **0.777** | **0.777** |

Conclusion

Based on finding and discussion which had been explained in the previous chapter,

The developmental problem of Islamic microfinance institution in West Sumatera, including management issue, competition issue, regulation and risk issue. The response of all respondents stated main managerial problem is on Islamic microfinance institution with value 0,427. Regulation and risk issue 0,293 and the last issue was competition issue 0,278. rater agreement 0,456 or 45,6% respondent agreement.

The solution of BPRS developmental in West Sumatera. It is clearly seen that management obtained value of 0,430. Regulation and risk 0,294 and the third, competition 0,275. Reter agreement 0,481 or 48,1% agreement of all respondent about developmental solution of microfinance institution in West

Strategy of BPRS developmental in West Sumatera showed the criteria of targeted regulation had the highest value 0,386. The determination of strategic planning with a value of 0,382 anx reinforcement of company value and local wisdom 0,230 rater agreemant 0,382 or 38,2%. Result can be seen to develop Islamic microfinance institution in West Sumatera and the aspect which needs to improve first is managerial aspect.

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