

Analysis Problem of Baitul Maal Wat Tamwil (BMT) Operation in Pekanbaru Indonesia Using Analytical Network Process (ANP) Approach

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Abstract

BMT is a financial institution which is sought after by small entrepreneurs for financing their business operations. This institution provides finance to help small entrepreneurs who cannot access finance from the larger banking sector. In addition, the existence of BMTs is a blessing for the lower income group in society, keeping them away from illegal money lenders who burden them with much higher interest rates. Since its appearance in 1992, the BMT has been receiving positive responses from all sections of society in Indonesia. Many people take advantage of these opportunities which are available through the setting up of a BMT institution; however, many of them failed and ended up bankrupt. It is because they faced many problems in their operations. Therefore, this research selected BMT in Pekanbaru as a case study in order to analyze the problems faced by BMT whether these problems due to internal or external factors. In this regard, the study employs the method of Analytic Network Process (ANP). The data used are primary data obtained from interviews (depth interview) with academicians, practitioners, and regulators, who have an understanding of the subject matter covered. This paper concluded that **the internal problems of lacking quality of Human resource become a major problem to be resolved through training and education**. While externally, the major problem that must be immediately to resolve is **the absence of specific regulation governing BMT**.

Keywords: Baitul Maal Wat Tamwil (BMT), Analytic Network Process (ANP), Microfinancing, Islamic Financial Institution.

INTRODUCTION

In early Islamic history, financial institutions were neither well known nor well understood. However, the principles of exchange, barter and borrowing was already in existence, right from the days of Prophet Muhammad SAW. Financial institutions have always played a crucial role by contributing enormously towards the development and growth of modern industrial society. As business houses, financial institutions are oriented towards earning profits through the flotation of interest-bearing schemes. As a result, an entrepreneur who seeks funding from any financial institution in order to increase his business or industrial production must bear the burden of interest levied on the borrowings which may be higher than the anticipated profits. Since interest is calculated as a fixed cost in the production of goods and services, it constitutes part of the production cost, and will definitely affect the sale price of the end product. Thus, consumers will be directly affected by the interest element, and they will have to pay the higher production costs.

Financial institutions, as intermediaries between Saving-Surplus-Units (SSU) and Saving-Deficit-Units (SDU), have always played a very pivotal role in the economic development of a country. It is impossible for units, such as firms and entrepreneurs, to undertake expansion of production without the availability of adequate capital. Therefore, the entrepreneur in need of funds will be tied up with a financial institution which will lend him funds. Unfortunately, except for Islamic financial institutions, the majority of financial institutions today function under an interest-based system. Islamic financial institutions place emphasis on the financial mechanism which is through a profit and loss sharing (PLS) system, thus shielding a firm or entrepreneur from the practice of interest/usury/riba.

The institution of Baitul Maal has a role as a financial, religious and social institution which was first introduced by Prophet Muhammad SAW. This institution represented the 'treasury' and serves the financial needs of the state and society. The sources of the institution's funds are the people as well as society's funds, such as a charity, various fines and mandatory funds, as well as Zakah which is collected and distributed in the public's interest. In the present context, this institution generates many good innovations. Whereas Baitul Maal is not only considered as a religious and social institution, it is also a financial department, or the treasury of the government, the taxation department, public works and has other related functions. However, the phrase and practice of Baitul Maal in Indonesia is known as a Baitul Maal Wat Tamwil (BMT), and it has a very different role to play in society.

BMT is a small financing institution which operates using mixed concepts of "Baitul Maal" and "Baitul Tamwil" with its target focused on the small business sector (Andriani, 2005). The concept of Baitul Maal in a BMT institution is that of the role as a religious and social institution which collects funds from Zakat, Sadaqah, and Infaq, and distributes these funds to beneficiaries (e.g., Asnaf of Zakah, and other recipients). By this concept, BMT also acts as Zakah institutions (Amil). The concept of Baitul Tamwil in a BMT institution has a role as a business institution which conducts its business activity involved in trading (sale and purchase of commodities), and as a financial institution which provides savings facilities and financial products.

In fact, the concept of BMT has been in existence in Indonesia since 1992 initiated by Aries Mufti by establishing BMT Bina Insan Kamil in Central Jakarta. However, BMT was formally established in 1995 soon after the establishment of Bank Muamalat Indonesia (BMI) as the first Islamic Bank in Indonesia. The establishment of BMT was initiated by Indonesian Muslim Intellectual Association (ICMI), Indonesia Ulama Council (MUI) and Bank Muamalat Indonesia BMI. BMT has been in operation since 1995 under the supervision of Incubation Center of Small Business (PINBUK) (Subkhan, 2008).

Since 1995, BMT, as an alternative financial institution for the lower income groups of society has developed and grown rapidly. It has been proved by the data taken from Incubation Center of Small Business (PINBUK) on 12 February 1998, that there were around 2000 units of BMTs established in Indonesia, but only 384 units of BMT registered in PINBUK, within a total number of investors being 79,325 people, and a total number who receive financing being 28,430 people, with the total amount of financing being IDR 11 billion (\pm MYR 31 million) (Adiwarman, 2009).

Based on data obtained from BMT Associations throughout Indonesia (ABSINDO) eight years later in December 2006, there were 3,500 units of BMT found to be operating in Indonesia, with total assets reaching up to IDR 2 trillion. And 4 years later in 2010, there have been 4,000 units of BMT in Indonesia achieving assets of IDR 3 trillion (\pm MYR 315 million) (Subkhan, 2008). At present, the role of BMT as an Islamic microfinance institution has become increasingly important, particularly with respect to its positive impact on eliminating the problem of poverty in Indonesian society. It provides financial facilities to selected entrepreneurs either in the form of macro- or micro-financing. According to Subkhan (2008), there are around three million customers who have obtained micro-financing from BMTs in Indonesia. There are three main reasons why BMT has grown so rapidly:

1. The increasing demand from small entrepreneurs to obtain financing from BMT to develop their business simply because they cannot obtain a loan, or financing, from other financial institutions. In addition to the strict administration procedures, most of the financial institutions are quite uninterested when it comes to providing small loans ranging from IDR 500,000–5,000,000 (\pm MYR 150 –1500).
2. A Muslim has the highest expectation to conduct his business activities based on Islamic principles without involving in a riba transaction. BMT provides suitable financial facilities which fulfill their hopes and expectations.
3. Success stories from some BMTs also encouraged other people to set up similar institutions. Moreover, the establishment of a BMT in Indonesia is relatively easy and not complicated. This is because establishing BMT institutions in Indonesia does not need large seed capital.

The rapid development of BMT as a microfinance institution showed that the existence of BMT is appreciated by society. Therefore, the euphoria of a growing BMT should be taken very cautiously, because of the many BMTs which were set up, not all of them could survive and operate properly. The study shows that some BMTs faced a number of problems, and either failed, ran up losses, or ended up with bankruptcy. The following table highlights the various problems faced by BMTs with respect to their continuous roles, existence, and development in Indonesia.

Table 1. Developments and Growth of BMTs in Indonesia

No.	City	Years established and total number of BMTs	Current year's operation, and total number of BMTs
1	Jambi	1995–2008	2008
		8 Units of BMT	3 units of BMT
2	Ciamis	2000	2008
		42 units of BMT	7 units of BMT
3	Tasik Malaya	2000	2008
		50 units of BMT	12 units of BMT
4	Bandung	2000	2008
		32 units of BMT	8 units of BMT

Source: (Syahputra, 2010 & Gampito, 2008)

On the basis of the table shown above, we can see that the development of BMTs in Jambi City in the period 1995–2008 reduced significantly; there were 8 units of BMT, and now there only remain 3 units (Syahputra, 2010) . In 2000, in the district of Ciamis, the number of BMTs reached 42 units, but today there are only 7 units remaining. In the area of Tasik Malaya which had reached over 50 units of BMT, they now have only 12 units of BMT. Similar was the case in Bandung City, where, from 32 units of BMT, they now have only 8 units of BMT in operation (Gampito, 2008). In addition, and based on the statement of PINBUK (Incubation Centre of Small Business), at the end of 1997, 1,502 units of BMT which had not been developing too well, failed and ended up in bankruptcy.

The phenomena described above, also occurred with the BMTs in Pekanbaru City. The following table shows similar cases with previous cases that have been described before.

Table 2. List of BMT in Pekanbaru

No.	Name of BMT	Location	Note
1	Al Amin	Jalan Pasir Putih	Active
2	Ittihad	Rumbai	Active
3	Sakinah	Gading Marpoyan	Active
4	Septa Bina Usaha	Jalan Kaharudin Nasution	Active
5	Madani	Jalan Perkutut Sukajadi	Nonactive
6	Bina Insan Cipta	Jalan Paus	Nonactive
7	Mika Arta	Jalan Sekolah	Active
8	Munawarah	Kampus UIR	Nonactive

Source: PINBUK Pekanbaru (2012)

On the basis of the data shown above, we can see that only 5 units of BMT are active. They are: Al Amin, Ittihad, Sakinah, Septa Bina Usaha, and Mika Arta. Then there are 3 units of BMT that are nonactive or passive. They are: Madani, Bina Insan Cipta, and Munawarah. Some units of BMT become non active or passive because they faced many problems with their operations, whether it comes from internal or external sources.

Objectives of Study

The objective of this study is to analyze the problem faced by the BMT in Pekanbaru. This study divides the problem into two: internal and external factors. The problems are analyzed using the Analytical Network Process (ANP) approach.

It is hoped that this study will also be able to determine the dominant problems faced by BMTs in Pekanbaru in order to achieve its vision and mission. Lastly, the study attempts to uncover solutions and strategies that will help to resolve the problems concerned.

Research Questions

- a. What are the factors that created problems for the BMTs in Pekanbaru ?
- b. What is the dominant factor that caused the problems for BMTs in Pekanbaru?
- c. What are the alternative solutions to a variety of appropriate strategies to resolve the problems of BMTs in Pekanbaru?

Significances of study

These studies have gained more attention from government as financial system policy makers and regulators, researchers, owners of BMTs in Pekanbaru, and owners of others financial institutions.

Government	Passed a new regulation to facilitate simplicity in operation. So, the BMTs will find it easy to develop and grow.
Researcher	To add information and knowledge when conducting research in the same field.
Owners of BMTs in Pekanbaru	As an evaluation in order to enhance their performance.
Owners of others financial institution	As a consideration when dealing or cooperating with BMTs in any particular business as a partner.

LITERATURE REVIEWS

Gampito (2008) examined the factors that were problematic in the operation of BMTs in Indonesia where such factors came from within the organization. These are: (1) lack of capital and sources of funding, (2) slackness in performance of duties of BMT employees, (3) lack of innovation in marketing banking products, (4) lack of facilities and technologies used by BMTs. The problems arising from external sources are: (1) stiff competition among the BMTs, (2) low level of public trust toward BMT performance, (3) lack of networking and cooperation among other financial institutions, (4) lack of supervision and guidance from government and MUI.

Mustamir and Mawardi (2006) who studied about the problems in the application of the Islamic economic system of BMTs in Pekanbaru, reveal that there are many constraints found in the application of the Islamic economic system in BMT institutions. These are: (1) lack of managerial skill in the employees of BMT, particularly in accounting, reporting, and administration, (2) lack of BMT-owned and run transportation and communication facilities, (3) there is no guaranty in financing, (4) lack of BMT-owned capital, (5) lack of society's knowledge

regarding the principles of Islamic economics, (6) the customer always diverted the use of funds received for some other purposes, (7) difficulty in finding honest and potential customers to receive financing from BMTs. Further research results suggested that BMTs need to improve their services towards customers and partners of BMTs, especially for those who need financing from BMTs.

Mu'alim and Abidin (2005) made some observations about the professionalism of BMT people in Yogyakarta City and Sleman Regency. The results of their research are as follows. Firstly, the interpretation of professionalism by many BMT people tends to be practical. This professionalism is evident in the context of service quality rendered by BMT to its customers. This means that the greatest measure of professionalism is in the quality of service. Secondly, there are some factors that influence the professionalism of BMT people, namely: (1) understanding the concept of Islamic finance; (2) the operational obstacles in the Islamic financial system; (3) the human resources management (about role and function); (4) the performance of BMTs among the other banking business competition; (5) the imbalance between savings and cost; (6) the PLS between the customers; and (7) the Mudharabah which is not the priority of BMT.

Adnan, Widarjono, and Anto's (2003) study on factors influencing performance of the best BMT in Indonesia which collected data from the best 47 BMTs in five different provinces, i.e., West Java, Jakarta Special Territory of Capital, Middle Java, Special Region of Yogyakarta, and East Java. The simple descriptive, as well as the regression analysis, was applied. It was found that there were four main influencing factors. They were the salaries of the management, the education and the management skill of personnel involved in daily operation, and the product attributes. Other factors predicted at the beginning, such as working hours and the numbers of products, are found to have a negative correlation to the BMT's performance. One important implication of these findings is that there is a serious need to improve the management's skills as well as the need to refine the manager's rate of salary.

Rini (2011), examines the human resources issues faced by BMT *Bina Insani* in Kebumen, that they result from a lack of knowledge and understanding of the personnel or staff of BMT about Islamic economics and finance, particularly the BMT knowledge base. And too close a relationship between personnel and the head of personnel in the workplace, makes it difficult to carry out a performance appraisal.

Sa'roni and Hosen (2012) identify the determinant factors of the success of BMT. The method of this research is a financial description and analysis of characteristics. The results show that the main determinants of the BMT's success are capability of financial management, characteristics of customers seeking financing, capability of risk management, familiarity among customers and managerial team of BMT, Information Technology (IT), and network.

PINBUK (1999) had also conducted a study of development evaluation of *Pondok Pesantren Cooperative (Kopontren)* and BMT. The study is basically concerned with the following research questions: (1) what are the external factors that impede and support the development of *Kopontren* and BMT? (2) what type of financial institution becomes a potential and serious competitor for *Kopontren* and BMT in their localities? The study was conducted based on the survey of 24 units of BMT and 30 units of *Kopontren* in the three provinces of West Java, Middle Java, and East Java. The study concludes that there are three external factors which possibly support the existence of BMT and *Kopontren*. They are: (1) the consciences and willingness of

Muslims to utilize and assist the Islamic financial institutions; (2) BMT and *Kopontren* basically serve the customers well, both in delivering the products or services, and collecting the customer's obligation; (3) BMT and *Kopontren* provide simple procedures to obtain finance. Besides the supporting factors, the research also found some external obstacles or barriers. These included: (1) the lack of knowledge that society has toward BMT; (2) a misunderstanding among the society's members about the social and religious role of BMT and or *Kopontren*; (3) it is also found that basically there is no leading competitive commodity that can be financed; (4) the BMT and *Kopontren*, at most, suffer from lack of supervision and development assistance; (5) there is no single institution which can provide a guarantee in the case of liquidity problem; and (6) most of the customers are working in the small retail sector, and almost none work in the manufacturing sector.

RESEARCH METHODH

These researches applied the Analytical Network Process (ANP) method in order to collect data from respondents. In this methodology, the data used are primary data obtained from interviews (in-depth interviews) with academicians, practitioners, and regulators, all of whom have an understanding on the issue of BMT management in Pekanbaru. The interviews were conducted by way of filling up a questionnaire.

Respondents were selected, or contacted, using purposive sampling, and the data obtained was analyzed by using this method in order to realize its usefulness in decision making, forecasting, evaluating, mapping, and strategizing towards the problems of BMT in Pekanbaru.

Population and Sample

The selection of respondents in this study was conducted by purposive sampling and by considering the respondents' understanding of the issues in the management of BMTs in Pekanbaru. The number of respondents in this study consisted of seven people, as they were found to be quite competent in representing the whole population. The respondents are:

1. Director BMT Al Amin : Practitioner A
2. Director BMT Sakinah : Practitioner B
3. Head of PINBUK Pekanbaru : Practitioner C
4. Cooperative Departement of Pekanbaru : Regulator A
5. Indonesian Ulama Council of Pekanbaru : Regulator B
6. Lecture University Islamic of Riau (UIR) : Academician A
7. Lecture University Islamic of Riau (UIR) : Academician B

In the analysis of ANP, the number of samples, or respondents, is not valid as a benchmark. Therefore, among the selected respondents in the survey, some were experts, or researchers, in Islamic economics and its practitioners or professionals who were engaged in managing BMT issues. Questions in the questionnaire were in the form of *Pairwise Comparison* of ANP (benchmarking partner), and between elements within the cluster to determine which of the two was the larger influence (more dominant), and how wide was the difference when viewed from one side, in a 1–9 numerical scale used as the tool of the verbal assessment.

Table 3. Comparison of Verbal and Numerical Scale

VERBAL SCALE	NUMERICAL SCALE
The most absolute influence	9
	8
The most influence	7
	6
Greater influence	5
	4
Slightly bigger influence	3
	2
Same influence	1

Researcher used the questionnaire that was modified by Ascarya. This reduced the scale of the questionnaire to 1–5 in order to simplify the respondent’s task in answering the questionnaire. When answering the questionnaire, the respondent was guided by the researcher in order to maintain consistency in the answers given, because nontechnical factors in answering the questionnaire can lead to high levels of inconsistency.

Technique of data analysis

Data obtained from this study will be analyzed using ANP which is a method that can be used in decision making, forecasting, evaluating, mapping, and strategizing toward the problems of BMTs in Pekanbaru. This analysis will be processed by using “*Super Decision software*” that was introduced by Professor Thomas Saaty, research expert from Pittsburgh University.

ANP is the new approach to qualitative methods. ANP was introduced by Professor Thomas Saaty, with the intention to refine the method of Analytic Hierarchy Process (AHP). ANP exceeds the other methodologies in its ability to take measurements, and to synthesize a number of factors in a hierarchy or network. No other methodologies have these facilities, such as the synthesis of ANP methodology. According to Saaty in Ascarya (2005), ANP is used to derive composite priority ratio scales from individual ratios that reflect the relative measurement of the influence of elements which interact with each other with respect to the control criteria. ANP is a mathematical theory that allows one to treat dependence, and with its feedback, can systematically capture and combine factors that are tangible as well as intangible.

ANP is a new approach in the decision-making process that provides a common framework in handling decisions without making assumptions about the independence of the elements at a level higher than the elements at a lower level, and generally, about the independence of any of the elements in any level. Unlike the AHP, ANP can use the network without having to set the level at that of the hierarchy that is used in AHP. The main concept of the ANP is “influence”, while the main concept in the AHP is “preference”. AHP, with the assumptions and dependencies of the cluster element, is a special case of the ANP (Ascarya, 2005). AHP comprises several networks, such as objectives, criteria, subcriteria, and alternatives, where each level has its element. Meanwhile, at the ANP network, the level of the AHP, called clusters, can have certain criteria and alternatives in it, which is now called a knot (see figure 1).

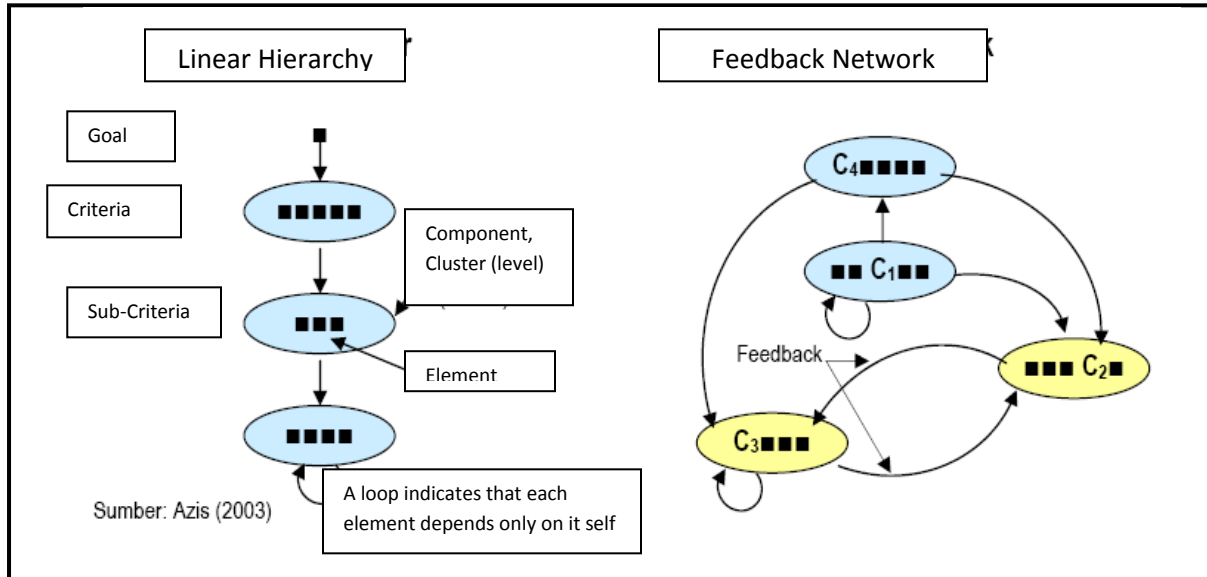


Figure 1. Comparison of Hierarchical Linear and Network Feedback

With feedback, the alternatives can depend on, or be bound to criteria, such as the hierarchy, but can also depend or be bonded to one other alternative. Furthermore, the criteria themselves can depend on the alternatives and to one other criterion. Meanwhile, the feedback increases the priorities derived from judgments, and making predictions becomes more accurate. Therefore, the result of the ANP is expected to be more stable. From the feedback network, it can be seen that the main element, and the node to be compared, can be in different clusters. For example, there is a direct connection from the primary node to the other clusters C4 (C2 and C3) which is the outer dependence. Meanwhile, there is the main node, and the nodes to be compared are on the same cluster, so that the cluster is connected with itself and forms a looped connection. This is called inner dependence.

In a network, elements in a component or cluster can only be a people (for example, individuals in the BI), and elements of components or clusters that may be other people (i.e., individuals in the home). An element in a component or cluster can affect other elements in the components or the same cluster (inner dependence), and may also affect the other elements on the cluster (outer dependence) with respect to each criterion. It will be an advantage in the ANP, to know the overall effect of all the elements. Therefore, all criteria must be set and made a priority within the framework of the control hierarchy or network, carrying out a comparison and synthesis to obtain the priority order of a set of criteria. Thus, we derive the influence of elements in the feedback with respect to each criterion. Finally, the results of this influence are weighted according to the importance of the criteria, and summed to obtain the overall effect of each element (Ascarya, 2005).

FINDING & RESULT

ANP Framework

Framework in the ANP is divided into two parts. The first part consists of the control hierarchy or network of criteria and sub-criteria that control the interaction. The second part is the network of influences among the elements and clusters. In more detail, the feedback network

used in this analysis is shown in Figure 2. As stated previously, the problem faced by BMT in Pekanbaru can be seen from two sides or aspects, ie aspects of internal and external aspects.

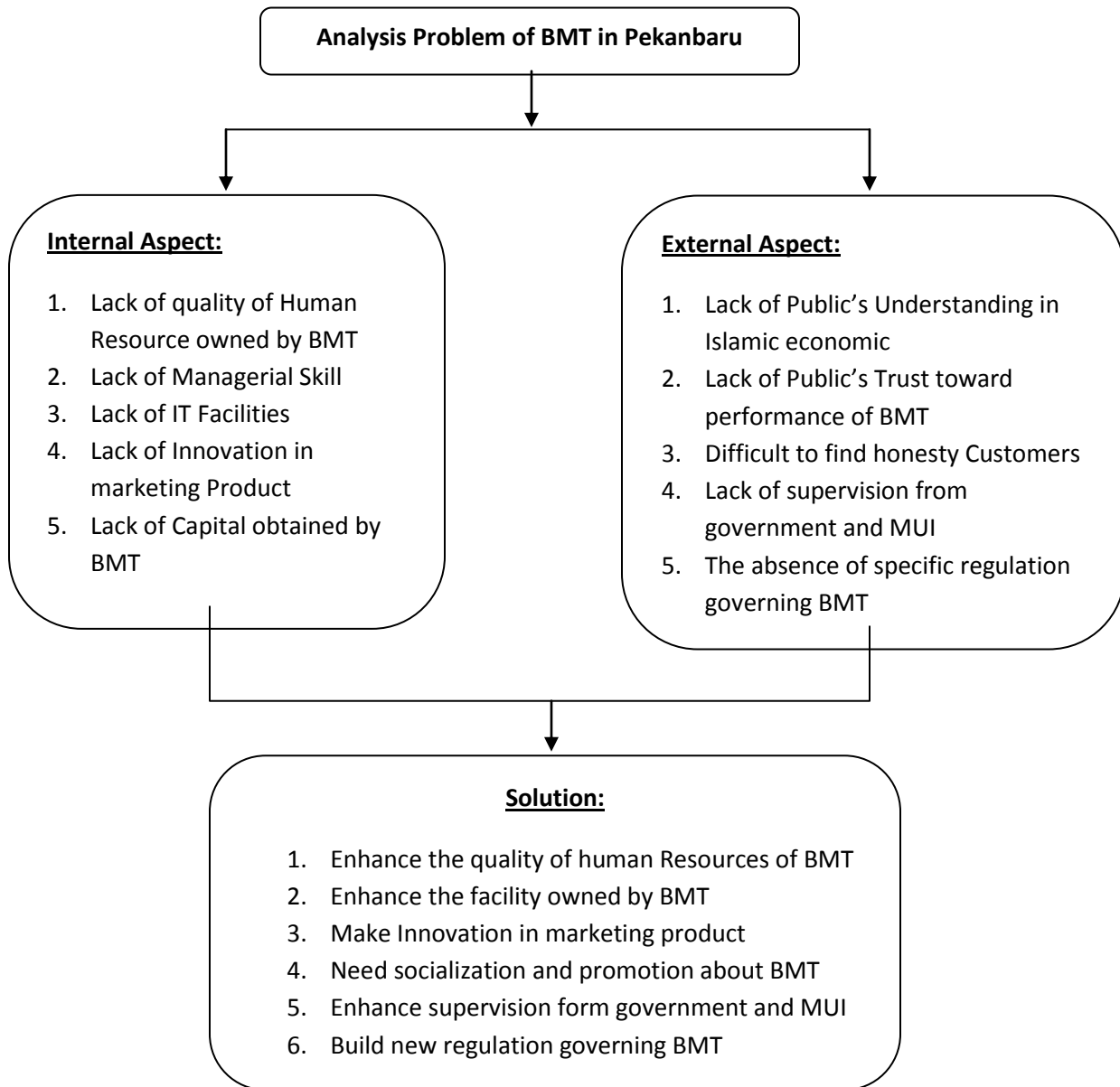


Figure 2. Problem of BMT Feedback Research Network in Pekanbaru

From interviews, the problems in each aspect of converging on a 10 (ten) of the major problems include 5 (five) issues from the internal side, and 5 (five) issues from the external side. Internal aspects: 1) Lack of quality of human resources owned by BMT; 2) Lack of managerial skills in BMT's employees in bookkeeping and accounting report; 3) Lack of Innovation in product marketing of BMT; 4) Lack of IT facilities to support operation in BMT, and 5) Lack of capital obtained by BMT.

External aspects: 6) Lack of Public's understanding on the concept of Islamic finance in BMT; 7) Lack of public's trust towards performance of BMTs; 8) difficult to find honest customers to use

funds and financing from BMT; 9) Lack of supervision from government and MUI, and 10) the absence of specific regulation governing BMTs.

From interviews and analysis of the study, there are 6 (six) alternative solutions to resolve the problem of BMTs in Pekanbaru namely:

- a. Enhance the quality of human resources of BMT through training and education.
- b. Enhance the facilities owned by BMTs, especially in using IT facilities such as software and the Internet.
- c. Make Innovation in marketing a product of BMT
- d. Need for socialization and promotion about the Islamic economic principle used by BMTs for the public.
- e. Enhance supervision from government and MUI
- f. Build new regulation about BMT

Questionnaire Data

In order to obtain primary data about the perceptions of academicians, practitioners, and regulators concerning the issues surrounding the problem faced by BMT in Pekanbaru, the ANP model framework that has been designed, using a questionnaire survey that have been carried out. Respondents consisted of academicians, regulators and practitioners. In the analysis of ANP number of samples or respondent is not used as benchmark validity. The condition of respondents is valid in the ANP if they are people who are experts in their fields. Therefore, the selected respondents in the survey are parties related directly or indirectly in management of BMT in Pekanbaru.

Data Processing

The survey results are processed firstly obtained from each individual respondent by using the ANP framework that has been created using the software Super Decisions 1.6.0. The processed data from each of the respondents produced three super matrixes who give the order of priority and the most important aspects of the problem, alternative solutions to problems, and choice of appropriate policy strategies according to each respondent. Further process of the results are grouped into groups of academician, groups of practitioners, and the regulator to produce a priority order of each group using the software Microsoft Excel 2007.

Results of ANP

The results of questionnaire using the Super Decision software 1.6.0 and Microsoft Excel 2007 can be described in tabular form as follows:

Table 4. Results of ANP

DESCRIPTION	ACADEMICIANS		PRACTITIONERS		REGULATORS		TOTAL	
	NR	R	NR	R	NR	R	NR	R
INTERNAL	0.021	2	0.028	1	0.016	2	0.023	2
EXTERNAL	0.029	1	0.027	2	0.022	1	0.027	1
INTERNAL								
Lack Quality of HR	0.46	1	0.50	1	0.45	1	0.47	1
Lack of Managerial Skill	0.17	3	0.06	5	0.20	2	0.13	3
Lack of IT Facilities	0.05	5	0.07	4	0.08	4	0.06	5
Lack of Innovation Product	0.21	2	0.25	2	0.07	5	0.19	2

Lack of Capital	0.08	4	0.09	3	0.16	3	0.11	4
EXTERNAL								
Lack of Public's understanding in Islamic economic	0.10	3	0.14	3	0.24	2	0.16	4
Lack of Public's Trust toward performance BMT	0.08	4	0.11	4	0.45	1	0.19	2
Lack of supervision from Government and MUI	0.24	2	0.21	2	0.11	3	0.18	3
Difficult to find honesty customer in financing	0.05	5	0.05	5	0.09	4	0.06	5
The absence of specific regulation governing BMT	0.49	1	0.46	1	0.07	5	0.36	1
SOLUTION								
Enhance quality of HR	0.41	1	0.41	1	0.38	1	0.40	1
Enhance Facility of BMT	0.07	4	0.09	4	0.15	3	0.101	5
Make innovation in marketing product	0.03	6	0.10	3	0.24	2	0.12	3
Need socialization and promotion about BMT	0.06	5	0.04	6	0.065	5	0.05	6
Enhance supervision from government and MUI	0.19	3	0.07	5	0.06	6	0.106	4
Build new regulation about BMT	0.2	2	0.24	2	0.07	4	0.18	1

Note : NR is Mean Value
R is ranking for its value

According to the Academicians

The main problems that hinder the development and growth of BMT in Pekanbaru according to academicians located the lack of quality of human resource owned by BMT in Pekanbaru (internal), and there is no specific regulation for governing operation BMT in Pekanbaru (external). With regard to these findings, academicians argue that enhancing the quality of human resource of BMT through education and training become first priority to solve internal problem faced by BMT in Pekanbaru. While in external problem, there is need for build new regulation to governing BMT more specifically because the existence of BMT was not reflected in the existing regulation.

According to Practitioners

Unlike the academicians, practitioners argue that the lack of quality of human resource owned by BMT became the main aspects that impede the growth and development of BMT in

Pekanbaru and then the absence of specific regulation governing BMT besides the lack of product innovation and the lack of socialization is also an important issue among practitioners. Practitioners also argue that human resource of BMT need to have competency standards as the main solution in dealing with such problems instead of product innovation. Practitioners also regard the intention from government in order to build new regulation to govern BMT is a positive signal that the government supports the development and growth of BMT in Pekanbaru.

According to Regulator

Unlike the academicians and practitioners, regulators argue that the main problem to be solved in internal factor of BMT is the lack of human resource of BMT in Pekanbaru. They state that most of employee in BMT does not have competency as a shariah practitioners who not only understanding about the concept of business in BMT but also understanding about shariah manner in BMT. While from external factor BMT, regulators state that the lack of public trust toward performance of BMT become a serious problem to be resolved by practitioners of BMT. They assume that the performance of BMT could affect public trust toward BMT where people will afraid to put their money in bad performance of BMT, and vice versa. Regulator supposed that the practitioners should increase their quality through conducting training or education intensively in order to increase their performance.

CONCLUSION

From the analysis conducted using the ANP, there are several conclusions that can be formulated as follows:

- a. From internal problems, lack of quality of Human resource owned by BMT becomes a very crucial issue to be resolved by practitioners of BMT. Because human resources as the most crucial element in business activities to achieve a BMT's goal.
- b. From external issues, the absence of specific regulation governing BMTs remains the problem that must be addressed. Because the problem related to the legal status of BMTs is still a warm debate among practitioners, academicians, and regulators.
- c. The solution that can be used as recommendations from the results of this study is to enhance the quality of human resources of BMT trough training and education. And build new regulation than governing BMT specifically.
- d. For further research, BMT should make short term, medium term and long term business strategies, by synergizing with regulator, practitioners, MUI, and academicians for the future development of BMTs in serving the lower income group in society.

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