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Analysis of Financing, Working Capital and Business Management in Improving Family Welfare in Kedai Durian Village

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Abstract

This study aims to analyze the role of financing, working capital, and business management in improving family welfare in Kedai Durian Village. Using a descriptive qualitative approach, data were collected through in-depth interviews with 10 informants who are active BMT customers. The number of informants was determined based on data saturation, where no new themes emerged after the eighth interview. Data were analyzed through data reduction, data presentation, and conclusion drawing. The results indicate that BMT financing significantly strengthened working capital, enabling inventory expansion, equipment purchase, and increased production capacity. Business management improvements measured through indicators such as financial record-keeping, stock planning, and customer service quality emerged organically as businesses grew. Family welfare improvements were multidimensional: economically, informants reported stable income enabling fulfillment of basic household needs, children's education, and savings; socially, business owners expanded community networks; and spiritually, all informants expressed inner peace from Sharia-compliant, interest-free financing aligned with Maqasid al-Shariah values. BMT financing thus functions as an integrated instrument of Islamic economic empowerment.

Keywords Financing; Working Capital; Business Management; Family Welfare; BMT.

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1. INTRODUCTION

Family welfare is a central goal of community economic development. A prosperous family can not only meet basic needs but also sustainably maintain and grow its income sources. In rural areas, micro-enterprises are a primary income source, directly supporting daily economic needs (Hermayani & Arif, 2022). However, limited capital and weak business management skills often constrain micro-enterprise development, ultimately affecting family welfare (Harahap & Soemitra, 2022).

Kedai Durian Village relies heavily on micro-enterprises small trade, culinary businesses, services, and other home-based ventures. Most entrepreneurs face capital constraints that limit production capacity, inventory levels, and growth potential, resulting in suboptimal income and reduced ability to meet household needs (Supahmi & RS, 2021). Before BMT's intervention, many local micro-

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entrepreneurs relied on informal moneylenders (*rentenir*) charging exploitative interest rates, trapping households in debt cycles. Limited collateral and the absence of formal financial records excluded them from conventional banking, making BMT their only accessible and ethically viable financing option.

To address this, Baitul Maal wat Tamwil (BMT) offers an alternative financing source. As a Sharia-compliant microfinance institution, BMT provides relatively accessible capital to micro-entrepreneurs by applying Islamic principles (Gaja et al., 2024). This financing serves not only as additional capital but also as a means of strengthening working capital for daily business operations (Maulina et al., 2023).

Demand for productive financing has grown significantly in recent years, reflected in rising use of Sharia-compliant financial services focused on empowering micro and small businesses. Data from Islamic microfinance institutions show that entrepreneur financing remains a dominant sector, seen as capable of supporting business development and raising community income both as additional capital and as a means of sustaining business continuity. This underscores the crucial role financing access plays in micro-enterprise growth and family welfare improvement.

Table 1. Development of Customers, Financing, and MSMEs Receiving Financing in 2020–2024

Year	Number of Financing Customers	Total Financing	MSMEs Receiving Financing
2020	629	Rp1.729,7	629
2021	456	Rp1,34	456
2022	373	Rp1.133,9	373
2023	246	Rp760.443.185	246
2024	136	Rp492.443.185	136

Source: Processed from the BMT Radja Syariah Financial Report for 2020–2024

As shown in Table 1, the number of financing customers, total financing disbursed, and MSMEs receiving financing all declined during 2020–2024. In 2020, 629 customers received total financing of IDR 1,729,781,740; by 2024, this had fallen to 136 customers and IDR 492,443,185.

Despite this decline, the data confirm that Islamic financial institutions continue to provide crucial capital access for MSMEs. Financing supports activities such as replenishing inventory, purchasing raw materials, and increasing production capacity helping entrepreneurs sustain and grow their businesses amid economic challenges.

These figures also demonstrate that Islamic financing functions both as a capital source and as a means of strengthening working capital, supporting micro-enterprise sustainability (Dewi et al., 2023). However, its success depends heavily on entrepreneurs' ability to manage working capital and operate their businesses effectively (M. I. Nasution et al., 2024). Financing, working capital, and business management are therefore interrelated factors driving income growth and family welfare.

This pattern is evident in Kedai Durian Village, where entrepreneurs use BMT financing to expand their businesses with varying degrees of success largely shaped by their capital management and operational capabilities. This variation provides a strong rationale for examining how financing, working capital, and business management jointly influence family welfare in this community (Ansari et al., 2024).

Working capital is essential to business continuity, covering operational needs such as raw material purchases, inventory replenishment, and production costs. Adequate working capital enables entrepreneurs to boost productivity and expand operations. Yet its effective use depends not only on capital volume but also on managerial capability (Astuti et al., 2023).

Sound business management encompasses financial management, inventory control, growth planning, and customer service all critical to business success and revenue growth. Financing, working capital, and business management are thus interconnected elements supporting improved family welfare (Nurhalita & Imsar, 2022).

Prior studies confirm that Islamic financial institution financing positively contributes to micro-enterprise development and community economic conditions. Research by (Sari & Yafiz, 2022) shows that musyarakah financing can strengthen business capital and increase the economic activity of BMT members. Furthermore, research by (Galih et al., 2022); (Safri et al., 2021) and (Muljadi, 2017) explains that Islamic financial inclusion through BMTs contributes to the empowerment of MSMEs and the improvement of business owners' welfare. However, most research focuses on the financing aspect, while studies linking financing, working capital, and business management to improving family welfare are relatively limited, particularly in the Kedai Durian Village community. Crucially, existing studies rarely examine how working capital (operational dimension) and business management (managerial dimension) jointly convert financing into measurable welfare outcomes. This integrative gap constitutes the primary scholarly contribution of the present study.

Based on this phenomenon, this study was conducted to analyze how financing, working capital, and business management play a role in improving family welfare in Kedai Durian Village. The results of this research are expected to contribute to the development of Islamic economics, particularly regarding the role of Islamic microfinance institutions in empowering micro-enterprises and improving community welfare. This study emphasizes that financing alone is insufficient; working capital must be channeled through effective business management to generate economic surplus that translates into household prosperity forming an integrative analytical chain: financing → working capital → business management → family welfare.

The study is theoretically grounded in the Islamic welfare framework of Maqasid al-Shariah, which defines well-being across five dimensions: protection of religion (*hifz al-din*), life (*hifz al-nafs*), intellect (*hifz al-'aql*), progeny (*hifz al-nasl*), and wealth (*hifz al-mal*). BMT financing aligns with this framework by providing halal capital that protects families from usury while strengthening their economic foundations. Business management in this micro-informal context is operationalized through practical indicators realistically achievable by small traders and vendors in rural settings: separating personal and business finances, maintaining simple cash records, managing stock, and sustaining customer relationships.

2. METHODS

This study employed a descriptive qualitative approach to explore the role of financing, working capital, and business management in improving family welfare in Kedai Durian Village, Medan Johor District. A qualitative design was selected because it enables an in-depth understanding of the experiences, perceptions, and actual conditions of community members who utilize financing to support and develop their businesses (Rahmani, 2022).

This approach is particularly appropriate for examining the complex interactions between financial access, business practices, and household welfare outcomes. The research was conducted in Kedai Durian Village, an area where many residents operate micro and home-based enterprises as their primary source of income. The village was also selected because local entrepreneurs have access to Islamic financial institutions that provide business financing, making it a relevant setting for investigating the relationship between financing utilization and family welfare (Moloeng, 2018).

Informants were selected through purposive sampling based on specific criteria aligned with the research objectives (Sugyono, 2022). Eligible participants were residents who had received financing for productive business activities, had utilized financing at least once, operated an active business during the study period, used financing as business or working capital, and were willing to share information regarding their business development and family welfare. A total of ten informants participated in the study. To capture diverse experiences, informants represented various business sectors, including trade, culinary services, general services, and digital-based businesses.

Data were obtained from both primary and secondary sources. Primary data were collected through in-depth interviews focusing on financing utilization, working capital management, business operations, business growth, and perceived changes in family welfare after receiving financing. Secondary data were gathered from books, academic journals, research reports, institutional documents, and other relevant literature concerning Islamic financing, entrepreneurship, working capital, and family welfare.

Three data collection techniques were employed: interviews, observation, and documentation. Semi-structured interviews served as the primary method, allowing researchers to follow a structured guide while providing flexibility for participants to elaborate on their experiences. Observations were conducted to examine business activities, facilities, and operational conditions directly. Documentation involved collecting photographs, records, and supporting documents to strengthen and validate the findings (Ramdhan, 2021).

To ensure data credibility, triangulation techniques were applied. Source triangulation was conducted by comparing information obtained from multiple informants with different business characteristics and by cross-checking selected findings with management staff of BMT Radja Syariah. Technical triangulation involved comparing evidence derived from interviews, observations, and documentation. Direct observation of business locations and household conditions further enhanced the trustworthiness of the data. Data saturation was achieved after the eighth interview, as no new substantive themes emerged. Nevertheless, two additional interviews were conducted to confirm the consistency of the findings, resulting in a final sample of ten informants.

Data analysis followed the interactive model proposed by Miles and Huberman (Hardani, 2020). The process involved three stages: data reduction, data display, and conclusion drawing and verification. Data reduction focused on selecting and organizing information relevant to the research objectives. Data display involved presenting findings in a structured narrative form to facilitate interpretation. Finally, conclusions were drawn and continuously verified to ensure consistency between the evidence and the interpretations (Samsul, 2017).

Through this descriptive qualitative approach, the study seeks to provide a comprehensive understanding of how financing is utilized as working capital, how micro-entrepreneurs manage their businesses, and how these factors collectively contribute to improving family welfare. The findings are expected to contribute to the development of Islamic economics literature, particularly in the areas of community empowerment, business financing, and family economic resilience.

3. FINDINGS AND DISCUSSION

This section presents findings from in-depth interviews with ten micro-business owners receiving BMT financing in Kedai Durian Village. All informants met the study criteria: active BMT customers using financing for productive business activities. Data were analyzed qualitatively to examine financing's impact on working capital, business management, and family welfare.

The ten informants operate businesses across trade, culinary, services, and digital products. Their BMT membership ranged from 1.5 to 4 years, with ages between 30 and 42.

Table 2. Profile of Research Informants

No	Name	Age	Type of business	Length of Time Being a BMT Customer	Utilization of Financing
1	Nurhayati	34 Years	Children's Snack Vendors	2 Years	Increase stock and merchandise variety
2	Sulaiman	41 Years	Grocery Vendors	3 Years	Increase inventory of basic necessities
3	Rahmawati	37 Years	Clothing Vendors	2.5 Years	Increase stock of various clothing styles
4	Dedi Syahputra	39 Years	Noodle Soup & Mie Balap Vendors	2 Years	Purchase equipment and repair carts
5	Irma Sari	32 Years	Breakfast Vendors	2 Years	Purchase production equipment (steamers, thermoses)
6	Siti Aisyah	36 Years	Fried Food Vendors	2 Years	Purchase raw materials and repair carts
7	Rudi Hartono	30 Years	Phone Credit & Electricity Token Vendors	2 Years	Increase transaction balance
8	Lina Marlina	42 Years	Laundry & Ironing Services	1.5 Years	Purchase washing machines and steam irons
9	Haris Munandar	35 Years	Snack & Soft Drink Vendors	3 Years	Add display cases and beverage inventory
10	Yuliana	38 Years	Grocery & Household Needs Vendors	2 Years	Increase stock and product variety

Source: Primary Data, Interview Results (2026)

Table 2 shows informants use BMT financing for diverse needs replenishing inventory, purchasing equipment, and increasing transaction balances reflecting the flexibility of BMT financing across different micro-enterprise types and scales.

3.1 Interview Results and Analysis Per Informant

The following presents the results of interviews along with in-depth analysis of each informant, which includes the impact of financing from the aspects of working capital, business management, family welfare, social and religious aspects.

1) Nurhayati (34 Years Old); Seller of Children's Snacks

Located near an elementary school, Nurhayati has been a BMT customer for two years and used financing to expand her stock of snacks, candy, chocolate, and drinks. Limited capital previously restricted her product range and turnover:

"Before I received financing, I sold only a small number of snacks due to limited capital. After receiving additional capital from the BMT, I was able to increase my stock and variety of items, attracting more

customers and increasing my income." (Nurhayati, interview, 2026)

This confirms financing's role as a working capital instrument that boosts capacity and appeal. Nurhayati also adopted planned inventory management based on customer preferences suggesting financing catalyzes self-directed managerial learning, consistent with Ledgerwood's microfinance empowerment theory (Faizuddin et al., 2025). Increased income improved her coverage of daily needs and children's education, while Sharia-compliant, interest-free financing added peace of mind.

2) Sulaiman (41 years old); Grocery Trader

A three-year BMT customer, Sulaiman used financing to restock rice, sugar, oil, flour, and eggs, addressing frequent shortages during high-demand periods.

> *"Before I received financing, I often ran out of stock due to limited capital. After receiving financing from BMT, I was able to increase my inventory so that customers could still get what they needed, and my business income also increased." (Sulaiman, interview, 2026)*

He implemented demand-based inventory management, improving efficiency and competitiveness. Notably, he faced an early learning curve: *"At first, managing the larger inventory was difficult I sometimes over-purchased slow-moving items. Over time, I learned to adjust orders based on sales patterns."* This shows capital alone is insufficient entrepreneurial learning matters equally. Higher profits supported daily needs and education, while his expanded business improved community access to necessities.

3) Rahmawati (37 Years Old); Credit Clothes Seller

Rahmawati sells clothing on credit to the local community and has been a BMT customer for two and a half years. She uses the financing to expand her clothing stock with a wider variety of styles, sizes, and types.

> *"I used the additional capital from the BMT to increase my clothing stock. Now I have a wider selection of items, and my customer base has also increased because of the wider variety of styles available." (Rahmawati, interview, 2026)*

Broader variety expanded her market share, prompting her to begin simple inventory and payment record-keeping. Trust built through her credit system serves as social capital sustaining long-term business relationships.

4) Dedi Syahputra (39 Years); Noodle Soup and Noodle Racing Seller

Dedi Syahputra runs a culinary business selling noodle soup and mie balap (racing noodles) and has been a BMT customer for two years. Unlike other informants who focused on increasing stock, Dedi used the financing to improve the business's infrastructure, purchasing additional cooking equipment, repairing the cart, and adding tables and chairs.

> *"The funding I received was used to repair my cart and add business equipment. Since then, customers have become more comfortable, and my daily income has increased compared to before." (Dedi Syahputra, interview, 2026)*

This reflects his understanding that facility quality directly drives customer satisfaction and service capacity, speeding production and enabling more customers served daily. The tidier setup signals greater professionalism, turning previously uncertain income into stability and loyalty.

5) Irma Sari (32 Years Old); Breakfast Seller

Irma Sari runs a breakfast business selling rice cakes and savory rice in front of her house. She has been a BMT customer for two years and used the financing to purchase additional business equipment such as a large steamer, a rice thermos, and a sales table.

> *"The capital from BMT helped me purchase better equipment. Production has increased, and I can serve more customers each morning. Income has also increased compared to before." (Irma Sari, interview, 2026)*

Equipment investment raised her output capacity, and more organized production brought income stability providing security against unexpected household expenses and demonstrating financing's contribution to household resilience.

6) Siti Aisyah (36 Years Old); Fried Food Seller

Siti Aisyah runs a fried food business in her neighborhood and has been a BMT customer for two years. Prior to obtaining financing, limited capital often made it difficult for the informant to secure sufficient raw materials, limiting production capacity and sales volume.

> *"Previously, I often lacked capital to purchase raw materials. After receiving financing, I produced more fried foods and my business income became more stable." (Siti Aisyah, interview, 2026)*

Adequate materials enabled smoother production and more systematic capital management. Resulting income stability ended her prior dependence on uncertain earnings, directly strengthening household financial resilience.

7) Rudi Hartono (30 Years); Seller of Credit and Electricity Tokens

Rudi Hartono sells phone credit packages, internet data packages, and electricity tokens. The informant has been a BMT customer for a year and a half. Before obtaining financing, limited capital caused his transaction balance to quickly deplete, often leaving customers unserved.

> *"Before getting financing, I often ran out of funds for transactions. After receiving additional capital from BMT, service became smoother and I had more customers because transactions could be made at any time." (Rudi Hartono, interview, 2026)*

Since balance directly determines service capacity in digital services, the increase brought consistent quality improvement. He began tracking daily transactions, and growing customer loyalty shows financing builds trust beyond immediate financial gains.

8) Lina Marlina (42 years old); Laundry and Clothes Ironing Service

Lina Marlina runs a laundry and ironing business and has been a BMT customer for three years. The financing she received was used to purchase an additional washing machine and a steam iron to increase her business capacity. Prior to receiving the financing, the number of clothes she could process each day was limited due to limited equipment.

> *"Before getting financing, laundry work often piled up due to limited equipment. After purchasing an additional washing machine and steam iron, work got done more quickly and customers increased." (Lina Marlina, interview, 2026)*

Equipment investment directly boosted throughput. Lina introduced a structured schedule to optimize equipment use, and reduced delays became key to retaining and growing her customer base illustrating that sound management is essential to maximizing financing's benefits.

9) Haris Munandar (35 Years); Snack and Soft Drink Seller

Haris Munandar runs a snack and soft drink business and has been a BMT customer for two years. The financing received was used to expand his storefront and increase the number and variety of cold drinks and snacks he stocks.

> *"Before getting financing, I didn't sell many items due to limited capital. After receiving additional capital from the BMT, I was able to expand my display case and stock more beverages, which led to a surge in customers and increased revenue." (Haris Munandar, interview, 2026)*

The expanded display boosted visual appeal and purchase likelihood. Planned inventory management ensured consistent availability, while broader variety made his store a more accessible community resource.

10) Yuliana (38 Years Old); Grocery and Household Needs Trader

The longest-standing customer (4 years), Yuliana used financing to expand inventory and variety. Her business is the most developed among informants, having created jobs for several people.

Previously, capital constraints especially amid rising commodity prices caused unstable turnover. Financing secured commodity availability and consistent operations, with profits growing alongside product variety and customer trust. Yuliana's case shows BMT financing's impact extends beyond individual and family welfare to community-level effects, illustrating its potential as a poverty-alleviation tool with multiplier benefits.

Cross-case analysis of all ten informants reveals that service-based businesses (Lina Marlina, Rudi Hartono) showed the most rapid improvement due to the direct link between capital and service capacity, while trade-based businesses demonstrated broader but more gradual gains in product diversity. This variation confirms that financing is necessary but not sufficient for welfare improvement business management competency acts as a crucial mediating variable between capital access and outcomes.

3.2 Comparison of Business Conditions Before and After Financing

To gain a more comprehensive picture of the impact of BMT financing, the following is a comparison of informants' business conditions before and after receiving financing. This comparative analysis strengthens the argument that BMT financing brings real, measurable changes to various aspects of the business.

Table 3. Comparison of Business Conditions Before and After BMT Financing

Informant	Conditions Before Financing	Condition After Financing	Major Changes
Nurhayati	Limited stock, suboptimal turnover	Increased stock and variety, increased customer base	Increased business capacity; more stable income
Sulaiman	Frequent stock shortages, unmet demand	Complete inventory, well-served customers	Sales volume increases; business stability improves
Rahmawati	Limited product selection, few customers	Diverse stock, increased customer base	Competitiveness increases; credit system becomes more effective
Dedi Syahputra	Simple facilities, low production capacity	Carts improved, equipment added	Service quality improves; customers are more comfortable
Irma Sari	Limited equipment, low production	Production capacity increased, more customers served	Productivity increases; daily revenue becomes more stable
Siti Aisyah	Limited capital, low fried food production	Production increased, income more stable	Operational smoothness improves; profits increase
Rudi Hartono	Balance quickly depleted, customers switch	Sufficient balance, consistent service	Service quality improves; customer loyalty grows
Lina Marlina	Built-in work, limited capacity	Work completed faster, increased customer base	Capacity and productivity increase significantly
Haris Munandar	Limited products, suboptimal sales	Increased display cases and stock, increased customer base	Sales volume increases; product variety attracts more customers
Yuliana	Frequently low capital, unstable turnover	Maintained stock, consistent business, job creation	Business scale expands; positive social impact on the community

Source: Primary Data, Interview Results (2026)

As Table 3 shows, all informants experienced consistent positive changes after receiving BMT financing spanning production capacity, service quality, income stability, and overall business development. No case showed a negative or neutral outcome, indicating that the BMT financing program in Kedai Durian Village has been effective and well-targeted

3.3 Discussion

a. Financing as an Instrument for Economic Empowerment

Interviews consistently showed that financing was used to develop productive businesses through inventory increases, equipment purchases, capacity expansion, and service quality improvements. BMT financing thus functions not merely as a funding source but as an economic empowerment instrument addressing the primary obstacle to micro-enterprise development: limited capital. Comparatively, this extends (Badina & Suharto, 2020) by providing village-level evidence of how individual financing decisions produce concrete welfare outcomes mechanisms invisible in macro-level data but critical for program design.

This aligns with Ledgerwood's (1999) theory that microfinance institutions increase capital access for low-income communities, encouraging welfare improvement (Arif et al., 2023). The ease of procedures and installment flexibility offered by BMT strengthens its reach to communities marginalized from formal banking (Nabilah & Suprayogi, 2017).

b. Working Capital as a Driver of Business Growth

Working capital is a determining factor in the sustainability and growth of micro-enterprises because it is used to meet daily operational needs. The research results show that additional working capital from BMT financing significantly impacted the smooth running of all informants' businesses. This capital was used productively to purchase raw materials, increase inventory, expand product variety, and maintain stock availability (Safas et al., 2024).

Adequate working capital enabled more stable and efficient business operations. Informants with better working capital increased sales volume and maintained continuity, with cascading effects on income, family needs, education, and savings (Sekaran & Bougie, 2014).

c. Business Management as a Determining Factor for Success

Business success is not solely determined by financing and working capital, but also by the entrepreneur's ability to manage resources. Informants who managed finances, inventory, service quality, and business planning showed more significant progress than those with less attention to management. Notably, improved management behavior in this study emerged organically rather than through structured BMT training. This indicates that a dedicated business literacy program from BMT would likely accelerate these improvements substantially representing a critical program gap with significant policy implications.

Maintaining customer relationships also contributed to business growth. This aligns with (Marisa et al., 2023) and (M. L. I. Nasution & Aini, 2022), who state that good management functions help businesses achieve goals more effectively. Practically, BMT financing programs should be accompanied by business management assistance to optimize benefits.

d. Family Welfare: Economic, Social, and Religious Dimensions

An analysis of the informants' family well-being revealed multidimensional improvements. Economically, most informants reported more stable family income, improved food security, better access to children's education, and improved overall household finances.

Socially, informants felt more confident running their businesses and contributing to the family economy. Yuliana's job creation demonstrates broader social impact (Utari et al., 2022). Religiously, all informants expressed inner peace from Sharia-based, usury-free financing. Viewed through Maqasid al-Shariah: economic gains protect family wealth (hifz al-mal) and life (hifz al-nafs); educational investments protect progeny (hifz al-nasl) and intellect (hifz al-'aql); while Sharia-compliant financing protects religious integrity (hifz al-din). This alignment positions BMT not merely as a financial intermediary but as an institution of Islamic social welfare (Daulay et al., 2023).

e. Impact Matrix of BMT Financing on Informants

To provide a comprehensive overview of the impact of BMT financing on each informant from various aspects of analysis, the following is an impact matrix that summarizes the main findings of this study.

Table 4. Matrix of the Impact of BMT Financing on Research Informants

Informant Name	Working capital	Business Management	Family Economic Condition	Social and Religious Aspects
Nurhayati	Increase your snack stock and variety	Planned inventory management	Stable income; children's needs and education met	Social interaction increases; peace of mind due to sharia contracts
Sulaiman	Increase your grocery inventory	More organized stock management	Daily needs and education met; finances stable	Community needs are met; safety from usury
Rahmawati	Increase your clothing stock in various styles	Stock and customer credit records	Income increases; families are more prosperous	Customer trust increases; comfort with sharia
Dedi Syahputra	Buy equipment and repair your cart	Neater business premises layout	Daily income increases; finances improve	Loyal customers increase; confidence increases
Irma Sari	Buy a large steamer and supplies	More effective production processes	Family needs and education met	Regular customers increase; blessings of sharia business
Siti Aisyah	Buy more raw materials	More organized daily planning	Financially more organized; no longer dependent on an uncertain income	Customer trust increases; safety from usury
Rudi Hartono	Increase your transaction	More organized daily transaction	Household bills met; finances in	Customer loyalty increases; peace of

	balance	recording	order	mind due to sharia contracts
Lina Marlina	Buy a washing machine and steam iron	More structured work schedules	Stable income; needs and education met	Customer satisfaction; blessings of sharia business
Haris Munandar	Add a display case and beverage inventory	More planned stock management	Daily needs and education met; finances in order	Social networks expand; peace of mind due to sharia contracts
Yuliana	Increase your product stock and variety	Stable inventory even when prices rise	Standard of living increases; jobs created	Social contribution; comfort with sharia principles

Source: Primary Data, Interview Results (2026)

The matrix in Table 4 demonstrates the consistent positive impact of BMT financing across all dimensions of analysis for all informants. Although business types, scales, and length of membership varied, all informants demonstrated a similar pattern of improvement: strengthening working capital, which drives improved business management, ultimately leading to sustainable improvements in family welfare.

Based on all the analytical results presented, the findings of this study can be summarized in the following table, which covers the six main aspects of the study.

Table 5. Summary of Research Findings

Analysis Aspects	Indicator	Research Findings
BMT Financing	Capital access, Sharia contracts, financing procedures	Used to increase business capital, purchase equipment, and increase production capacity; simple procedures with flexible installments encourage Islamic financial inclusion.
Working Capital	Stock availability, production capacity, business turnover	Additional capital increases inventory and operational capacity; business turnover is smoother, resulting in increased sales volume and profits.
Business Management	Stock management, financial records, service quality	Business owners begin implementing simple record-keeping, inventory planning, and business premises arrangement; efficiency increases and the risk of loss is reduced.
Economic Welfare	Income, fulfillment of needs, savings	Income is more stable; food, education, health, and household needs are met; family financial conditions improve sustainably.
Social Impact	Customer trust, social networks, employment	Business owners' social relationships with the community improve; customer trust grows; one informant is able to create jobs for others.
Religious Impact	Peace of mind, Sharia compliance, business blessings	All informants feel secure due to transparent, usury-free Islamic financing; and the perception of blessings in business increases.

Source: Primary Data Analysis Results (2026)

The overall findings confirm that BMT financing in Kedai Durian Village played a significant role in: (1) strengthening working capital through increased stock, production capacity, and operational smoothness; (2) encouraging improved business management through financial record-keeping and inventory management; and (3) improving multidimensional family welfare across economic, social, and religious dimensions.

These findings reinforce the BMT's strategic position as a sharia-compliant microfinance institution that not only provides access to capital but also acts as an agent of community economic empowerment. Going forward, the synergy between targeted financing and ongoing business management assistance is expected to further optimize the BMT's impact in strengthening the micro-enterprise structure and improving the welfare of the Kedai Durian Village community as a whole.

4. CONCLUSION

Based on the findings and discussion in the previous chapter, this study draws three main conclusions on the impact of BMT financing on working capital, business management, and family welfare among micro-entrepreneurs in Kedai Durian Village.

First, BMT financing significantly strengthened working capital for all ten informants. They primarily used it to increase inventory, purchase or repair equipment, and expand transaction capacity. This additional capital stabilized operations, reduced stock and production shortages, and boosted sales turnover. BMT's simplified procedures and flexible installment schemes unlike formal financial institutions gave previously unbanked micro-entrepreneurs access to capital without excessive financial burden, demonstrating effective Sharia-based financial inclusion at the grassroots level.

Second, BMT financing indirectly improved business management beyond simply providing capital. As businesses grew, informants gradually adopted more structured practices: basic financial record-keeping, better inventory planning, improved organization, and more efficient scheduling. This suggests business growth itself fosters greater management awareness. Sustainable success therefore requires both adequate capital and sound managerial practices financing programs paired with management assistance likely yield greater benefits than financing alone.

Third, BMT financing produced multidimensional improvements in family welfare across economic, social, and religious dimensions. Economically, all informants reported more stable incomes, better enabling them to meet household needs food, education, healthcare, and emergency savings. Socially, financing boosted entrepreneurs' confidence, expanded their networks, and in one case created local employment. Religiously, all informants felt peace and satisfaction knowing their financing complied with Sharia principles, was free from riba, and involved transparent contracts reflecting both psychological comfort and confidence that their economic activities align with Islamic values.

Overall, these findings confirm that BMT functions not merely as a financial institution but as an agent of Sharia-based economic empowerment, meaningfully contributing to community welfare at the micro level.

Based on these findings, several recommendations are proposed. BMT Radja Syariah should integrate financing programs with financial literacy training and simple digital bookkeeping tools tailored to micro-entrepreneurs. The Village Government of Kedai Durian should facilitate the establishment of Joint Business Groups (Kelompok Usaha Bersama/KUB) to strengthen marketing networks and peer learning among financing recipients. Future researchers are encouraged to conduct longitudinal studies across multiple financing cycles and incorporate Maqasid al-Shariah indicators to measure welfare beyond conventional income-based approaches.

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