



## The Impact of ZIS Fund Management by Lazismu on the Growth and Empowerment of UMKM

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### Abstract

*The management of Zakat, Infaq, and Sadaqah (ZIS) funds plays a critical role in supporting the growth of Micro, Small, and Medium Enterprises (MSMEs) in West Kalimantan, as these funds provide essential capital to businesses with limited access to formal financing. This study explores how Lazismu Kalimantan Barat manages ZIS funds and examines their impact on the development of local MSMEs. Using a qualitative methodology, data were collected through in-depth interviews with ZIS fund recipients. The research focuses on the processes of fund distribution, utilization, and the challenges faced by MSMEs in managing the capital received. The findings reveal that Lazismu has implemented an efficient and transparent process for distributing ZIS funds, facilitating access for recipients. The funds are primarily used to enhance production capacity, improve product quality, and support business operations. Additionally, MSMEs benefit from financial management and marketing training provided by Lazismu. However, challenges in fund allocation remain, indicating the need for more intensive mentorship in financial planning. The study concludes that Lazismu's effective management of ZIS funds has significantly contributed to MSME growth, particularly in production capacity, innovation, and market expansion. Future programs should prioritize in-depth financial training to maximize the impact of ZIS funds and further support MSME sustainability.*

**Keywords:** Zakat; Infaq; Sadaqah; Fund Management; MSMEs; Lazismu;

### Abstrak

Pengelolaan dana Zakat, Infaq, dan Sadaqah (ZIS) memiliki peran penting dalam mendukung pertumbuhan Usaha Mikro, Kecil, dan Menengah (UMKM) di Kalimantan Barat, karena dana ini menyediakan modal yang esensial bagi usaha yang memiliki keterbatasan akses terhadap pembiayaan formal. Penelitian ini bertujuan untuk mengeksplorasi bagaimana Lazismu Kalimantan Barat mengelola dana ZIS dan menganalisis dampaknya terhadap perkembangan UMKM lokal. Penelitian ini menggunakan metode kualitatif dengan mengumpulkan data melalui wawancara mendalam dengan penerima dana ZIS. Fokus penelitian ini adalah pada proses distribusi dana, pemanfaatan, serta tantangan yang dihadapi UMKM dalam mengelola modal yang diterima. Hasil penelitian menunjukkan bahwa Lazismu telah menerapkan proses penyaluran dana ZIS yang efisien dan transparan, memudahkan akses bagi penerima. Dana ZIS digunakan terutama untuk meningkatkan kapasitas produksi, memperbaiki

kualitas produk, dan mendukung operasional usaha. Selain itu, UMKM juga mendapatkan manfaat dari pelatihan manajemen keuangan dan pemasaran yang diberikan oleh Lazismu. Namun, tantangan dalam alokasi dana masih ditemukan, sehingga dibutuhkan pendampingan yang lebih intensif dalam perencanaan keuangan. Penelitian ini menyimpulkan bahwa pengelolaan dana ZIS yang efektif oleh Lazismu telah berkontribusi signifikan terhadap pertumbuhan UMKM, terutama dalam hal peningkatan kapasitas produksi, inovasi, dan perluasan pasar. Program-program di masa depan disarankan untuk lebih memprioritaskan pelatihan keuangan yang mendalam guna memaksimalkan dampak dana ZIS serta mendukung keberlanjutan UMKM.

**Kata Kunci:** *Zakat, Infaq, Sadaqah; Pengelolaan Dana; UMKM; Lazismu*

## Introduction

Zakat, Infaq, and Sadaqah (ZIS) are increasingly recognized as vital instruments for social welfare and economic empowerment within Islamic finance. In Indonesia, where ZIS serves as a fundamental part of Islamic philanthropy, its proper management and distribution are crucial in addressing socio-economic challenges, particularly in empowering Micro, Small, and Medium Enterprises (MSMEs). MSMEs are the backbone of Indonesia's economy, contributing significantly to employment and Gross Domestic Product (GDP). However, many MSMEs face financial constraints, especially in accessing capital, which limits their growth potential. As a result, programs like ZIS have become essential alternatives for empowering small businesses and fostering local economies.

The research question posed in this paper, "How does the management of ZIS by Lazismu Kalimantan Barat impact the growth and development of MSMEs?", is significant for several reasons. First, as demand for sustainable economic empowerment models rises, especially in developing countries, Islamic philanthropic instruments like ZIS are gaining attention as alternative solutions to socio-economic inequalities. Second, while much of the existing literature focuses on the theoretical and religious foundations of ZIS, there is limited empirical research on its practical impact on business development, particularly in the context of MSMEs. Understanding the specific effects of ZIS on business growth would provide valuable

insights for policymakers and philanthropic organizations seeking to optimize the impact of these funds on local economies.

Several scholars have examined the relationship between Islamic philanthropy and socio-economic development. Research on zakat distribution, for instance, highlights its role in poverty alleviation, income redistribution, and social justice. However, relatively few studies focus on the direct link between ZIS and MSME growth. A study by Saad and Anuar (2021), published in the *Journal of Islamic Accounting and Business Research*, demonstrated that zakat had positive outcomes in income generation and social mobility for micro-enterprises in Malaysia. Similarly, Farooq et al. (2020) explored the role of zakat in financing small enterprises in Pakistan, revealing improvements in economic self-sufficiency. Nevertheless, these studies emphasize macroeconomic impacts and do not delve into the micro-level dynamics of MSME development.

This paper seeks to contribute to the existing body of knowledge by providing an in-depth analysis of how ZIS funds, specifically under the management of Lazismu in Kalimantan Barat, have influenced the performance and growth of MSMEs. By doing so, it bridges a gap in the literature, which has yet to fully address the nuanced impacts of Islamic philanthropic fund management on small-scale businesses, particularly in the Indonesian context.

Furthermore, this study offers new insights into the effectiveness of Lazismu's approach to ZIS distribution, highlighting key factors such as the role of training and mentorship programs for MSME recipients. The analysis incorporates both qualitative and quantitative data to measure the direct impact of ZIS on key business growth indicators such as revenue, production capacity, and market access. The findings are expected to provide valuable implications for improving the management of ZIS in future MSME empowerment programs, offering a scalable model for similar initiatives in other regions.

This study also contributes to the broader discussion on Islamic social finance by providing empirical evidence of how ZIS can drive economic empowerment at the grassroots level. Through this research, we aim to expand the understanding of

ZIS as more than just a charitable instrument but as a viable financial tool for fostering sustainable business development in underserved communities.

### Literature Review

The theoretical framework for this study is grounded in the broader context of Islamic social finance, focusing particularly on Zakat, Infaq, and Sadaqah (ZIS) as key instruments for socio-economic empowerment (Hafiz & Nurani, 2024; Hunjra et al., 2024; Muhammad, 2024; Mukhid, 2024). Islamic social finance is increasingly recognized as a viable solution for addressing poverty and reducing economic inequalities through a redistribution mechanism grounded in principles of justice and social solidarity (Azham, 2024; Muhammedi et al., 2024). ZIS, as a major pillar of Islamic philanthropy, can have a significant impact on poverty alleviation and economic development, particularly within small business sectors such as Micro, Small, and Medium Enterprises (MSMEs) (Andira Tsaniya Al-Labiyah et al., 2023; Hasbi Abdul Al-Wahhab Kh & Muhammad Hasbi Zaenal, 2023; Maghfiroh & Adiba, 2023; Wardani et al., 2023).

Several studies have examined the role of Islamic social finance in promoting financial inclusion and supporting small enterprises. Zakat, a form of obligatory almsgiving, has been identified as an important tool for wealth redistribution and providing financial support to underprivileged individuals and communities. This concept is extended through Infaq and Sadaqah, voluntary charitable acts that further reinforce the social and economic resilience of Muslim communities (Ali Keya Anami, 2024; Sarif et al., 2024; Wahyuningsih, 2024). For instance, Farooq (Farooq, 2019) argues that when properly managed, Islamic philanthropic mechanisms like ZIS can serve as alternative funding sources for micro and small enterprises, particularly those excluded from conventional financial systems. Farooq's work emphasizes that these philanthropic funds foster financial independence by offering non-interest-based capital, allowing small businesses to pursue entrepreneurial ventures without the burden of debt.

In the context of MSME development, various researchers have highlighted ZIS as a potential financing tool. Saad and Anuar (2021) conducted a study on the impact

of zakat distribution on micro-enterprises in Malaysia, finding that zakat helped businesses improve operations, secure better resources, and enhance profitability. This study demonstrates that zakat, traditionally viewed as a means of poverty alleviation, can also serve as a critical component of economic empowerment when applied to small-scale enterprises. Similarly, Farooq et al.(2020) analyzed the role of zakat in financing small businesses in Pakistan, concluding that in addition to financial relief, zakat recipients experienced increased financial security, which encouraged entrepreneurial risk-taking and led to business success.

While these studies illustrate the potential of zakat as a tool for MSME growth, there is a noticeable gap in the literature regarding the role of Infaq and Sadaqah in this context. Infaq and Sadaqah, though voluntary, provide flexible and sustainable financial support for small businesses, particularly in regions where access to conventional banking is limited or underdeveloped. This research builds upon previous studies of zakat by examining how Infaq and Sadaqah contribute to the financial sustainability and growth of MSMEs, specifically under the management of institutions like Lazismu.

Another relevant theoretical foundation for this study is social entrepreneurship. Social entrepreneurship focuses on utilizing business models to address societal issues, aiming for both financial sustainability and social impact. In the context of ZIS and MSMEs, the goals of social entrepreneurship align closely with the principles of Islamic social finance, where charitable funds are used not only to alleviate immediate needs but also to empower recipients economically. Khan et al(2019) emphasize that Islamic finance tools, including ZIS, can be integrated into broader entrepreneurial ecosystems, supporting sustainable business growth while adhering to ethical principles.

In addition, the resource-based theory (RBT) provides a useful lens to understand how MSMEs utilize ZIS funds. RBT posits that an enterprise's resources—whether financial, human, or social—are critical in determining its competitive advantage and long-term success. In this context, ZIS represents a key resource that can enhance the operational capabilities of MSMEs by improving access

to capital, markets, and technology. This study applies RBT to explore how MSMEs optimize ZIS funds to overcome financial barriers and achieve sustainable growth.

Although previous research, such as Hassan and Noor(2020), has broadly established the impact of Islamic social finance on poverty reduction, few studies focus on the specific impact of ZIS on entrepreneurship at the micro level, especially in Indonesia. This research addresses that gap by focusing on Kalimantan Barat, a region where MSMEs play a critical role in the local economy but face significant financial challenges. Additionally, this study goes beyond the financial support provided by ZIS, exploring the role of training and mentoring offered by Lazismu to beneficiaries.

By integrating these theoretical perspectives—Islamic social finance, social entrepreneurship, and resource-based theory—this study offers a comprehensive understanding of how ZIS can support MSME development. It also expands the body of knowledge by examining how the effective management of ZIS can foster both economic and social benefits for small business owners, contributing to sustainable economic growth and poverty reduction in Indonesia.

## Research Methods

This study employs a qualitative research approach to investigate the impact of Zakat, Infaq, and Sadaqah (ZIS) fund management by Lazismu Kalimantan Barat on the development of Micro, Small, and Medium Enterprises (MSMEs)(El Hammoumi et al., 2024). The qualitative approach allows for an in-depth exploration of the experiences and perspectives of MSME owners who have received ZIS funds, providing rich insights into the effectiveness of this philanthropic mechanism in promoting business growth.

### 1. Research Design

The research adopts an exploratory qualitative design, which is well-suited for understanding the nuances and context-specific factors influencing ZIS fund management and its effects on MSMEs. The primary data collection method used is semi-structured interviews, which allow flexibility while maintaining focus on the key research themes. This approach enables the collection of detailed, context-rich

information regarding how ZIS funds are utilized by MSMEs and the challenges faced during their use.

## **2. Research Phases**

The research was conducted in four key phases:

**Phase 1: Literature Review and Framework Development** A thorough literature review was conducted to establish the theoretical foundation of the study, particularly in the areas of Islamic social finance, MSME development, and philanthropic fund management. This informed the design of the interview questions and the overall direction of the research.

**Phase 2: Data Collection** Data were gathered through in-depth semi-structured interviews with MSME owners who have received ZIS funding from Lazismu. The interview questions were designed to elicit detailed responses on the use of funds, business growth, operational challenges, and the support provided by Lazismu in terms of financial training and mentorship. Each interview was tailored to reflect the specific context of the participant's business.

**Phase 3: Data Analysis** The data were analyzed using thematic analysis, which involved coding the interview transcripts to identify recurring themes and patterns. This method was selected to systematically analyze the qualitative data, allowing for a clear understanding of the impact of ZIS fund management on business growth, fund utilization, and operational challenges faced by MSMEs.

**Phase 4: Reporting** The final phase involved synthesizing the findings from the thematic analysis into a coherent report. This phase focused on presenting the key insights and offering recommendations for improving ZIS fund management to support the growth of MSMEs more effectively.

## **3. Research Location and Timeframe**

The research was conducted in Pontianak, West Kalimantan, over a three-month period from June to August 2024. The interviews took place at the business locations of the participating MSMEs, allowing the researchers to observe their operational environments and contextualize their responses.

## **4. Data Collection Methods**

A total of eight MSME owners participated in the study. The semi-structured interview format provided flexibility, enabling the participants to discuss their experiences in-depth while maintaining a structured focus on key areas such as fund utilization, business growth, and the effectiveness of Lazismu's support. Each interview lasted between 45 and 60 minutes, allowing for a comprehensive exploration of each participant's experience with ZIS funds.

The participants were selected based on specific criteria: each MSME had been in operation for a minimum of three years, had received ZIS funding for at least six months, and was actively engaged in sectors such as food production, retail, or handicrafts. This diverse sample provided a broad perspective on the impact of ZIS across different industries and business stages.

## 5. Data Analysis

The qualitative data obtained from the interviews were transcribed and analyzed using thematic analysis. This method involved a step-by-step coding process, where recurring themes related to ZIS fund utilization, challenges in fund management, and business growth were identified. The thematic analysis allowed for the identification of patterns that reflect the broader impact of ZIS on MSME development. The analysis focused on three key areas, how the recipients allocated ZIS funds for capital investment, production expansion, marketing, and other operational needs, the difficulties faced by MSMEs in effectively managing and allocating ZIS funds, particularly in financial planning and prioritization, The direct and indirect effects of ZIS funding on business performance, including revenue growth, market access, and production capacity.

## 6. Ethical Considerations

Informed consent was obtained from all participants before the interviews. The participants were assured that their anonymity and confidentiality would be maintained throughout the study. All data collected were used solely for research purposes, and the research was conducted in accordance with ethical guidelines for qualitative studies.

## Result and Discussion

The analysis of data from interviews reveals several key aspects regarding the management of ZIS (Zakat, Infaq, and Shodaqah) funds by Lazismu in Kalimantan Barat and its impact on the growth of UMKM (Micro, Small, and Medium Enterprises).

The following table summarizes the key findings from the interviews conducted with MSME owners who received ZIS funds from Lazismu. The table outlines important aspects such as the process of fund reception, usage of funds, the impact of Lazismu's training, business growth, and challenges faced by the beneficiaries. These insights help to better understand how the ZIS fund management contributes to the development of MSMEs in West Kalimantan.

**Table 1: Summary of Key Findings from Interviews on ZIS Fund Management and Impact on MSMEs**

Key Aspects	Findings from Interviews	Analysis/Impact
<b>Process of ZIS Fund Reception</b>	The process is simple and efficient, involving proposal submission, verification, and quick fund transfer to beneficiaries.	The ease of access to funds ensures timely support for MSMEs, helping them immediately use the funds for growth.
<b>Source of Information</b>	Most MSME owners learned about the ZIS program through community networks or Lazismu's outreach efforts.	Strong community engagement promotes information dissemination and participation in the program.
<b>Use of ZIS Funds</b>	Funds were primarily used to purchase raw materials, improve equipment, and expand product offerings.	Proper fund allocation supports business operations, production efficiency, and innovation, leading to growth.
<b>Training and Mentorship</b>	Lazismu provided training in financial management and marketing, which helped MSMEs manage funds better and improve their businesses.	Training empowers MSMEs to manage funds effectively and grow their businesses sustainably.
<b>Business Growth</b>	MSMEs reported increased production capacity, higher revenue, and access to new markets (especially through online channels).	The increased production and market access directly contribute to the overall growth and sustainability of MSMEs.

<p><b>Challenges in Fund Management</b></p>	<p>Some MSMEs faced difficulties in prioritizing fund allocation, indicating a need for more intensive financial guidance.</p>	<p>Lazismu's training is valuable, but additional support in financial management may further enhance fund utilization.</p>
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## 1. Management of ZIS Funds by Lazismu in Supporting UMKM

### Process of Receiving ZIS Funds

The findings indicate that the process of receiving ZIS funds is straightforward and efficient. UMKM participants reported that the process began with submitting a proposal, followed by verification from Lazismu, after which funds were promptly transferred to their accounts. This streamlined process allowed recipients to access the capital needed for business operations without unnecessary delays. The simplicity of the process reflects Lazismu's effective management of ZIS distribution, ensuring that funds reach the intended recipients quickly.

### Sources of Information About ZIS

Most participants learned about the ZIS program through peer networks within their business communities or from Lazismu's outreach efforts. The community-based information sharing reflects a strong sense of solidarity among UMKM members. This peer-supported dissemination of information further emphasizes the role of Lazismu in fostering a collaborative environment for small business owners, thus enhancing the overall impact of the ZIS program.

### Training and Guidance

In addition to providing financial support, Lazismu offered training in financial management and marketing strategies. This training equipped UMKM owners with the skills necessary to manage their businesses more efficiently. This approach highlights that Lazismu's management of ZIS goes beyond mere financial aid, offering intellectual resources to empower recipients to grow their businesses sustainably.

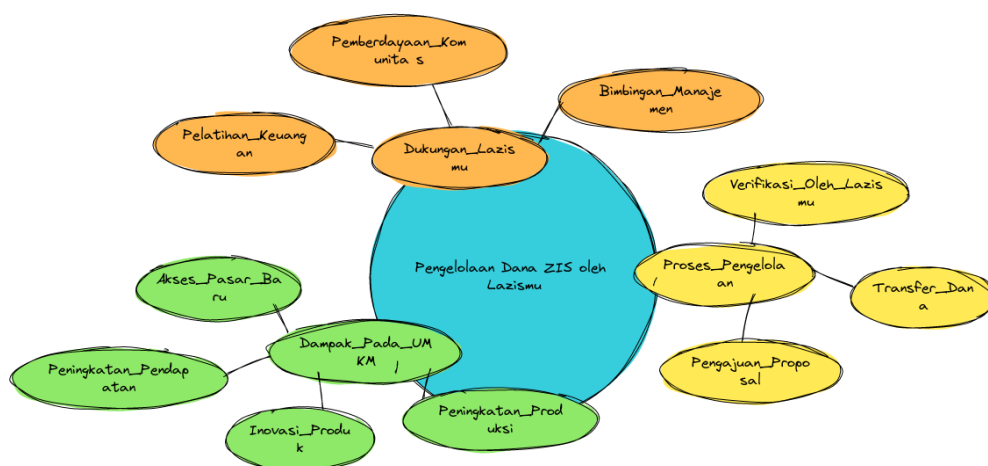
### Support for UMKM Growth

The ZIS funds were used for various business needs, including increasing working capital, purchasing raw materials, repairing equipment, and expanding product

offerings. The effective use of these funds directly supported the smooth operation of businesses and boosted production capacity. This support highlights how Lazismu’s management of ZIS contributes directly to the operational and growth needs of small businesses.

### Challenges in Managing ZIS Funds

Some participants mentioned difficulties in managing their ZIS funds, particularly in prioritizing their use. Despite receiving training, a need for more in-depth financial management guidance remains evident, suggesting that additional mentoring or follow-up support could enhance the program’s effectiveness. Picture 1. below illustrates the conceptual map explaining the flow of ZIS fund management by Lazismu in supporting MSMEs in West Kalimantan, from the proposal submission process to the utilization of funds by MSME actors. This visualization highlights the key steps and interactions within the ZIS fund distribution system and its impact on business growth. Overall, the management of ZIS funds by Lazismu has been effective in supporting UMKM growth. The simplicity of the fund distribution process, combined with the provision of training and intellectual resources, has enabled businesses to expand their operations. However, there are challenges related to financial management that could be mitigated through more intensive guidance and support.



Picture 1. Conceptual Map of ZIS Fund Management by Lazismu

## 2. Impact of ZIS Fund Management on UMKM Growth

### Increased Production Capacity

The funds enabled UMKM to increase production by purchasing raw materials and essential equipment. This expansion of production capacity allowed businesses to meet higher customer demand. The increase in production demonstrates the significant role of ZIS in enabling businesses to scale operations, thereby contributing to economic growth.

### **Increased Revenue**

The majority of UMKM owners reported an increase in revenue after receiving ZIS funds. With additional capital, they could diversify products, attract more customers, and increase overall sales. This growth in revenue is a direct reflection of the effective use of ZIS funds in enhancing business operations and expanding market reach.

### **Product Innovation and Business Diversification**

ZIS funds also spurred innovation, allowing businesses to introduce new products or improve existing ones. The flexibility provided by the funds enabled UMKM to take calculated risks in developing new offerings, making their businesses more attractive to customers. This innovation is key to maintaining competitiveness in the market and ensuring the sustainability of UMKM.

### **Access to New Markets**

Several UMKM owners utilized ZIS funds to expand their market reach, particularly through online promotions and social media marketing. This access to broader markets, including customers from outside their immediate geographic area, reflects the potential of ZIS to support UMKM in growing beyond local boundaries.

### **Training and Business Management Support**

The training provided by Lazismu in financial and marketing strategies has proven to be an essential component in ensuring the success of UMKM. This additional support has helped recipients manage their businesses more effectively and develop the skills necessary to compete in a larger market. Figure 3. below illustrates a word cloud representing the main themes and key terms related to the impact of ZIS funds on MSMEs and their beneficiaries. The size of each word reflects the frequency of its occurrence during the interviews, providing a visual summary of the most commonly mentioned benefits, challenges, and outcomes reported by MSME owners.



struggled with financial management faced challenges in maximizing the potential of the funds.

### Type and Scale of Business

The impact of ZIS funds also varied depending on the type and scale of the business. Larger businesses or those in high-demand sectors (e.g., food, retail) were able to leverage the funds more effectively to achieve rapid growth, while smaller businesses in niche markets experienced slower growth.

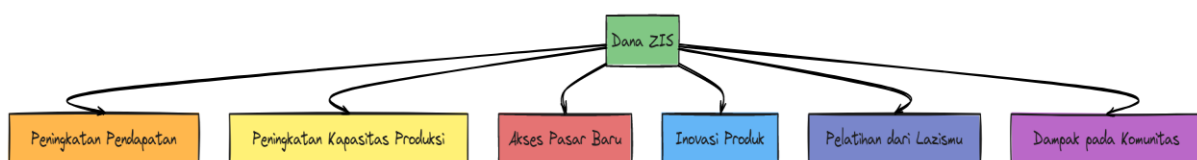
### Access to New Markets

The ability to access new markets, particularly through online platforms, played a significant role in determining the success of UMKM. Those who successfully leveraged social media marketing to reach new customers saw greater growth compared to those reliant on traditional markets.

### Community Support and Social Capital

The role of community support, as evidenced by the sharing of information about the ZIS program and the involvement of local labor in production, highlights the importance of social capital in the success of UMKM. This community-based approach amplifies the program's impact by fostering local collaboration and support.

In Figure 2 below illustrates the conceptual map of how ZIS funds are utilized by MSMEs, demonstrating the allocation of funds for business operations, production expansion, and innovation. This diagram highlights the critical areas where the funds are applied and their overall impact on business growth.



**Figure 2. Conceptual Map of ZIS Fund Utilization**

Several factors influence the effectiveness of ZIS fund management, including the quality of training provided, the ability to manage finances effectively, the scale and type of business, and access to new markets. These factors, along with strong

community support, have contributed to the success of many UMKM, although continued support is needed to address the challenges faced by some recipients.

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