

MARKETING STRATEGIES OF BMT IN EFFORTS TO INCREASE THE NUMBER OF CUSTOMERS: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

The proper marketing strategy planning is believed to encourage an increase in the number of customers by enhancing awareness, interest, and trust in BMT services. This study aims to identify, categorize, and analyze various marketing strategies implemented by BMT as discussed in academic literature, evaluate their effectiveness based on empirical evidence, and reveal the strengths and weaknesses of each strategy in increasing the number of customers, in order to identify research gaps that can serve as the foundation for this study. The method used is the Systematic Literature Review (SLR). Data were collected through Google Scholar using the Publish or Perish 8 application with the keywords “Marketing Strategy,” “Baitul Maal wat Tamwil (BMT),” and “Increasing the Number of Customers.” Through a systematic selection process, only 8 out of 169 articles were selected for further analysis. The results of the research questions indicate that BMT’s marketing strategies to increase the number of customers include the marketing mix, segmentation targeting and positioning (STP), digital marketing, customer relationship management (CRM), as well as personal selling and service excellence—all of which have proven to be effective, although each strategy has its own varying strengths and weaknesses..

Keywords:

Marketing Strategy; Baitul Maal wat Tamwil (BMT); Increasing the Number of Customers

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1. INTRODUCTION

Baitul Maal wat Tamwil (BMT) is a microfinance institution that operates based on Islamic principles and focuses on providing financing to support communities in need of access to financial services. In addition to offering financing, BMT also organizes educational and training programs to enhance the skills and business capacities of small and medium-sized entrepreneurs (Khasanah & Hirmantono, 2022). Conceptually, Baitul Maal wat Tamwil (BMT) consists of two main elements: Baitul Maal and Baitul Tamwil. From a fiqh perspective, Baitul Maal is responsible for collecting and distributing non-commercial funds such as zakat, infaq, and sadaqah. Meanwhile, Baitul Tamwil functions as a business unit or commercial institution that must operate effectively, efficiently, and in accordance with professional business standards.

The primary activity of Baitul Tamwil is to collect and distribute funds for business ventures conducted based on Sharia principles with a commercial orientation (Sudarsono, 2012).

In recent years, BMTs in Indonesia have experienced rapid growth, both in terms of the number of institutions and the assets managed. This phenomenon has arisen due to the increasing awareness among Muslims to place their funds in Sharia-based microfinance institutions, as well as the relative ease of establishing BMTs, which has contributed to their rapid expansion (Bariroh, 2023). Despite their significant potential, BMTs in Indonesia still face several challenges in maintaining and increasing their customer base. Some of the contributing factors include a shortage of Sharia professionals, which hampers product innovation, low public literacy regarding non-bank Islamic financing, and intense competition with other financial institutions (Permana & Adhiem, 2019). Therefore, the role of BMTs in designing and implementing effective marketing strategies becomes a key factor in maintaining operational stability and expanding customer access.

Marketing strategy is a series of actions designed with specific planning and approaches to promote products, whether goods or services, with the aim of increasing sales volume (Haque-Fawzi et al., 2022). Proper marketing strategy planning is believed to help increase the number of customers by enhancing awareness, interest, and trust in BMT services. Common marketing approaches include community-based strategies, digital marketing, financial literacy education on Sharia principles, and personalized approaches emphasizing Islamic values. However, previous scholarly studies remain limited and have not systematically examined the diverse marketing strategies employed by BMTs and their effectiveness in increasing customer numbers. Moreover, the lack of literature specifically addressing the strengths and weaknesses of each marketing strategy implemented by BMTs indicates a gap in existing research that needs to be filled. A deeper understanding of the advantages and limitations of each strategy is essential as a foundation for developing more effective marketing approaches suited to the context.

Based on this, a comprehensive review of the literature on BMT marketing strategies to increase the number of customers requires a systematic approach using the Systematic Literature Review (SLR) method. This study aims to identify, categorize, and analyze various marketing strategies applied by BMTs as discussed in academic literature, assess their effectiveness based on empirical evidence, and uncover the strengths and weaknesses of each marketing strategy implemented by BMTs in efforts to increase the number of customers, in order to identify research gaps that can serve as the foundation for this study. By answering the research questions, this study is expected to provide both theoretical and practical contributions to the development of marketing strategies for Islamic microfinance institutions in Indonesia and serve as a guide for BMT managers in designing data-driven and scientifically grounded marketing strategies.

2. RESEARCH METHODS

This study employs the Systematic Literature Review (SLR) approach, which systematically compiles and analyzes previous research findings objectively using meta-synthesis or meta-analysis methods through the selection of relevant scholarly articles (Hadi et al., 2020). The Systematic Literature Review (SLR) process is carried out through three main stages: planning, implementation, and reporting of the literature review results. The first stage begins with identifying specifications and designing procedures to guide the implementation process and minimize bias. The second stage includes formulating research questions, developing data exploration procedures, screening studies by applying inclusion and exclusion criteria, assessing quality, as well as extracting and verifying data. In the third stage, the results are analyzed and presented in a final report containing discussions and conclusions (Halimah & Dewi, 2023).

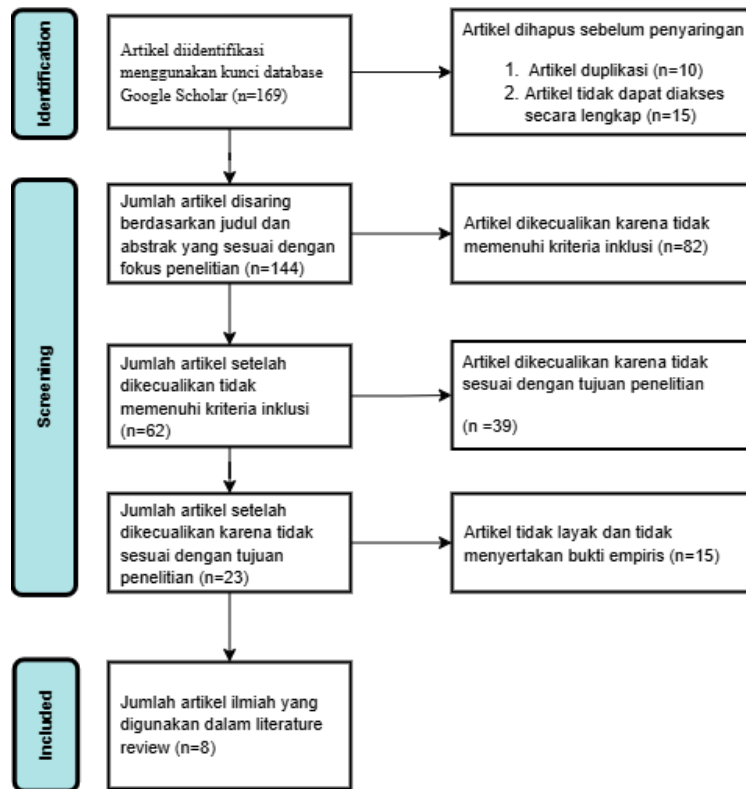
The research process begins with formulating the research question as the foundation and direction of the study, namely: “What types of marketing strategies are implemented by BMTs to increase the number of customers, how effective are these strategies according to empirical evidence, and what are the strengths and weaknesses of each strategy used?” The literature search was conducted through Google Scholar using the Publish or Perish 8 application with the keywords “Marketing Strategy,” “Baitul Maal wat Tamwil (BMT),” and “Increasing the Number of Customers.” Quotation marks were used in the search process to ensure that the keywords appeared as complete phrases rather than as separate terms.

The literature screening process was conducted using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach, with selection limits determined by inclusion and exclusion criteria. The inclusion criteria consisted of articles discussing Baitul Maal wat Tamwil (BMT) or similar Islamic microfinance institutions, containing relevant data, evaluations, or literature analyses, published between 2019 and 2024, and focusing on BMT marketing strategies aimed at increasing the number of customers. Meanwhile, the exclusion criteria included articles that were only partially accessible, non-scholarly or opinion-based publications without peer review, and articles irrelevant to BMT or marketing strategies. Accordingly, any article that did not meet the inclusion criteria was excluded and not used in this study.

Figure 1 illustrates the systematic process of literature selection undertaken to ensure the relevance and quality of the sources used in this research. The process began with the initial identification of articles from databases based on predetermined keywords. The next stage involved screening by evaluating titles and abstracts to ensure preliminary alignment with the research focus. Relevant articles were then read in full to assess the suitability of their content with the research objectives. Subsequently, key data were extracted, including marketing strategies employed, research findings, and the operational context of BMTs. The final stage

involved analyzing and synthesizing the findings from the selected literature to formulate conclusions and research implications that contribute to the development of more effective and evidence-based marketing strategies for BMTs.

Figure 1. Flowchart of the Scientific Article Selection Process



3. RESULT AND DISCUSSION

Through the selection process carried out using systematic stages, only 8 out of 169 retrieved articles were selected for further analysis. The summary of the analysis results of these articles is as follows:

Table 1. Data Extraction Results

Authors & Year	Article Title	Journal	Summary of Findings
(Wardani, 2023)	Implementasi Strategi Pemasaran dalam Meningkatkan Jumlah Nasabah BMT Muamalah Tulungagung	Jurnal Riset Ekonomi	This study used a qualitative approach. The findings conclude that BMT Muamalah Tulungagung applies the 4P Marketing Mix concept, consisting of product strategy, pricing policy, promotion mechanisms, and place

			management. The institution intensifies its marketing efforts by socializing the BMT concept to the public and promoting the advantages of its services. However, the marketing strategy implemented has not shown optimal results, as indicated by the fluctuating number of customers each year.
(Munir, 2024)	Strategi Pemasaran dan Peran Kiai dalam Peningkatan Jumlah Nasabah BMT Sunan Drajat	Journal of Sharia Economics	This research used a qualitative method. The data indicate that marketing strategies such as social media promotion and direct campaigns are effective in attracting customers. About 75% of 200 survey respondents learned about BMT Sunan Drajat through social media, and 60% stated that the programs influenced their loyalty. Furthermore, the role of KH. Abdul Ghofur as a religious leader strengthened public trust and awareness of BMT's services.
(Aini & Maika, 2022)	Strategi Pemasaran dalam Meningkatkan Jumlah Nasabah Bank Pembiayaan Rakyat Syariah (BPRS) Lantabur Tebuireng Sidoarjo	Jurnal Rumpun Ekonomi Syariah	This study used a qualitative approach. Based on the findings, BPRS Lantabur Tebuireng Sidoarjo applies the Segmentation, Targeting, and Positioning (STP) strategy through print media, direct community engagement, personal selling, and customer referrals. The SWOT approach was used to evaluate the strengths and challenges of the strategy. The results show that the number of customers increased by 138 in 2022 compared to previous years.
(Frendika & Pratama, 2023)	Strategi Marketing Mix Syariah Dalam Meningkatkan dan Mempertahankan Nasabah pada Produk	TALI JAGAD Journal	This field study used a qualitative approach. The findings reveal that BMT Matra Kajen Branch applies the 9P Sharia Marketing Mix approach, covering product,

	Simpanan Idul Fitri di BMT Matra Pekalongan		pricing, distribution, promotion, human resources, process, physical evidence, commitment, and patience to optimize growth and maintain customer continuity in the Idul Fitri Savings Product (SIFITRI). Although the number of customers dropped from 468 in 2020 to 461 in 2021, it rose again to 517 in 2022. SIFITRI remains one of the most preferred products among BMT Matra Kajen Branch customers in Pekalongan Regency.
(Mariko, 2021)	Strategi Pemasaran BMT Al Makmur Dalam Meningkatkan Jumlah Nasabah Funding Dimasa Pandemi Covid-19	Journal of Islamic Economics	This qualitative study concludes that BMT Al Makmur's marketing strategy includes strengthening the role of marketing staff, adopting a local personal approach, proactive outreach services, and collaboration with the government and community. This strategy proved effective, as seen from the increase in BMT Al Makmur's customer base from 1,040 in 2019 to 1,280 in 2020, along with an increase in total fund balances.
(Susilawati & Silmi, 2022)	Analisis Customer Relationship Management (CRM) Dalam Meningkatkan Jumlah Nasabah KSU BTM Surya Amanah Jombang	Jurnal Bisnis dan Ekonomi Islam	This research used a qualitative method. The study found that the murabahah financing procedures at KSU BMT Surya Amanah Jombang are structured and simplify customer access to services. The implementation of Customer Relationship Management (CRM), combining process integration, technology utilization, and staff participation, successfully increased the number of customers from 200 to 580 between 2018 and 2021.
(Islam, 2022)	Pengaruh Strategi Segmentasi Pasar dalam Peningkatkan Jumlah	Journal of Management Studies	Quantitative analysis indicates that demographic, geographic, psychographic, and behavioral

	Nasabah di BMT Mandiri Sejahtera Jawa Timur Cabang Dukun Gresik		segmentation classifications, both partially and simultaneously, significantly influence customer growth at BMT Mandiri Sejahtera Dukun Gresik Branch. Multiple linear regression analysis shows a significant relationship between market segmentation strategy and the increase in the number of customers by 38%, demonstrating marketing effectiveness and institutional competitiveness.
(Syafie & Hamid, 2019)	Strategi Pemasaran Tabungan Umum Syariah Untuk Meningkatkan Jumlah Nasabah di BMT UGT Sidogiri Capem Waru Perspektif Etika Bisnis Islam	Journal Islamic Economic and Social	This qualitative study found that BMT UGT Sidogiri Capem Waru implements marketing strategies including product policy, pricing arrangements, place selection, promotional activities, and proactive customer outreach. Based on interviews with local BMT leaders and staff, these strategies have effectively increased the number of customers, particularly through the outreach approach that improves customer accessibility..

Table 1 presents the research findings from eight articles, showing that several marketing strategies implemented by BMTs to increase the number of customers are carried out through various approaches, each with its own strengths and weaknesses as follows:

3.1 Marketing Mix Strategy

The marketing mix, also known as the Marketing MIX, refers to the combination of several marketing elements formulated and implemented by a company to generate desired consumer responses. This concept encompasses various strategies and efforts undertaken by a company to introduce and promote its products or services to consumers in the market (Adelia et al., 2023). Based on research conducted by Syafie and Hamid (2019) and Wardani (2023), the local BMT applies the 4P marketing mix, which includes product strategy, pricing policy, promotional mechanisms, and place management. Meanwhile, the findings of Frendika and Pratama (2023) reveal that the local BMT implements a 9P marketing mix consisting of product, price, place, promotion, people, process, physical evidence, patience, and perseverance. Both studies indicate that the marketing mix strategy plays a role in building long-term relationships with customers by improving services and facilities. However, its implementation has not been

optimal because this strategy requires substantial resources, such as labor and operational costs, as seen from the fluctuating number of customers each year. This condition highlights the importance of adopting more effective approaches so that BMTs can create innovative strategies to enhance competitiveness and expand market reach.

3.2 Segmentation, Targeting, and Positioning (STP) Strategy

The Segmentation, Targeting, and Positioning (STP) marketing model is a strategic framework commonly used to craft messages and marketing strategies relevant to specific audience groups. This model remains widely applied today through three main stages: market segmentation, determining the most prospective target market, and positioning the product to achieve a competitive advantage in consumers' minds (Adelia et al., 2023). The STP model was also applied by BMTs in the study of Aini and Maika (2022) as part of their marketing strategy, which involved brochures, direct community visits, personal selling, and customer referrals. A SWOT analysis was employed to assess the effectiveness and challenges of the marketing strategy. Meanwhile, Islam (2022) focused on the application of market segmentation based on quantitative analysis, including demographic, geographic, psychographic, and behavioral segmentation, which proved to have a significant influence on increasing the number of BMT customers. The STP strategy helps identify markets, determine the right segment, and shape product positioning according to customer needs. Its advantages include marketing effectiveness, resource efficiency, and competitive advantage. However, its limitation lies in the risk that overly narrow segmentation may restrict market reach and hinder greater growth opportunities.

3.3 Digital-Based Strategy

Digital marketing is an approach to promoting products or services by utilizing various digital media and platforms. This strategy involves the use of the internet, social media, mobile devices, and other online platforms to reach target audiences. The core concept of digital marketing lies in understanding online consumer behavior, using data to enhance campaign effectiveness, and applying technology to achieve marketing objectives (Sasikirana et al., 2024). A digital-based strategy was also implemented by BMT Sunan Drajat Lamongan and proved effective in increasing the number of customers due to its broad reach, cost efficiency, and direct interaction through social media. Surveys indicated that 75% of respondents first learned about the BMT through social media, confirming the effectiveness of this strategy. However, several weaknesses were identified, such as intense digital competition, the need for technical skills like social media management and data analysis, and limited reach among non-digital segments. Therefore, a more adaptive and synergistic strategy is required. This study offers new insights into the importance of synergy between marketing activities and the role of religious leaders (kiai). Although digital strategies are effective in attracting potential customers, the presence of kiai plays a crucial role in instilling Islamic values and maintaining customer loyalty through spiritual approaches and trust-building (Munir, 2024).

3.4 Customer Relationship Management (CRM) Strategy

Customer Relationship Management (CRM) is a strategic approach that integrates technology, business processes, and human aspects to strengthen relationships between an organization and its customers (Rosmayani, 2016). The CRM strategy aims to understand customer needs and behaviors in order to deliver the best services and build sustainable relationships, as understanding and meeting customer needs is key to market retention (Akbar, 2021). Research shows that the CRM strategy at KSU BMT Surya Amanah Jombang integrates processes, technology, and human resources to increase the number of customers through three approaches: direct services via tellers (customer-facing), transaction convenience such as transfer payments (customer-touching), and premium services such as friendly attitudes, information provision, complaint hotlines, religious activities, employee training, and secure data systems. However, several challenges remain in implementation, including the absence of a mobile application, which limits technological innovation; high operational costs due to training and new system investments; and employee resistance to change because of dependence on conventional face-to-face services. To overcome these obstacles, the researchers recommend developing a phygital (physical-digital) application, implementing change management to support employee adaptation, and accelerating service digitalization to reach a wider customer base (Susilawati & Silmi, 2022).

3.5 Personal Selling and Service Excellence Strategy

Personal selling refers to face-to-face interactions between individuals aimed at building, developing, managing, or maintaining commercial relationships that provide mutual benefits for both parties. This direct selling activity is a form of promotion conducted personally to create and sustain mutually beneficial relationships (Ni'mah & Meylianingrum, 2022). Meanwhile, service excellence is the delivery of optimal service that meets customer expectations and needs to achieve a quality standard capable of providing satisfaction to customers and the public (Harjoyo et al., 2020). Personal selling and service excellence are closely related because both focus on fostering close relationships with customers through direct communication and high-quality service delivery. Research shows that the personal selling strategy implemented by BMT Al Makmur successfully built strong relationships with customers by focusing marketing efforts on communities within its operational area. This approach made the BMT more well-known locally, strengthened institutional presence, and indirectly limited competitors' movements within the area. However, personal selling has several weaknesses, such as the need for skilled human resources, time-intensive interactions, and limited market reach compared to digital marketing. On the other hand, the service excellence strategy, which includes proactive customer engagement (jemput bola) and fintech-based cashless transactions, enhances customer convenience and reflects technological adaptation. Although it requires consistent effort,

investment, and can increase employee workloads, this strategy was deemed successful by BMT Al Makmur in maintaining and increasing the number of customers, especially during the pandemic period (Mariko, 2021).

4. CONCLUSION AND SUGGESTIONS

This study employed a Systematic Literature Review (SLR) approach by analyzing eight selected articles. The results of the research question indicate that the marketing strategies of Baitul Maal wat Tamwil (BMT) in increasing the number of customers include the Marketing Mix, Segmentation, Targeting, and Positioning (STP), Digital Marketing, Customer Relationship Management (CRM), as well as Personal Selling and Service Excellence. These strategies have proven effective, although each has distinct strengths and weaknesses, such as the need for substantial resources, limited market reach, and resistance to technological adaptation. Therefore, BMTs must continue to innovate their marketing strategies by optimizing training and implementing change management to enhance human resource competence. These efforts can be strengthened through the integration of complementary marketing methods to create more effective synergy in maintaining and increasing the number of customers. Furthermore, marketing strategies should align with local social and cultural values to ensure greater community acceptance, while also considering operational cost efficiency to sustain long-term service quality and institutional resilience.

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