

Innovation Strategies for Islamic Bank Remittances in the Digital Ecosystem: A Study on Bank Muamalat Banda Aceh Branch Office

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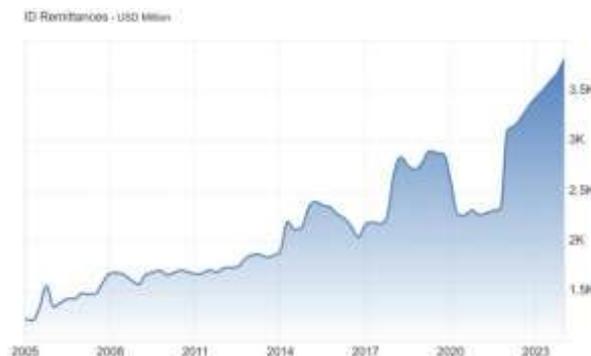
Product innovation within the digital ecosystem is crucial for enhancing the quality of banks. To achieve this, certain steps are required by banks to ensure that innovations are implemented smoothly. One of the bank products that can be innovated is remittance services. Remittance services in banks involve the transfer of money from within the country to abroad or from abroad to the country using foreign currencies. The objective of this study is to understand the strategic steps taken by Bank Muamalat KCU Banda Aceh in innovating remittance services within the digital ecosystem. This study employs a descriptive qualitative research method that systematically, factually, and accurately defines the facts and data collected by the researcher, utilizing techniques such as data reduction, data presentation, and drawing conclusions through interviews and documentation. The findings of this study show that Bank Muamalat KCU Banda Aceh's steps in remittance innovation consist of strategy formulation, strategy implementation, and strategy control for remittance innovations in the digital ecosystem from start to finish.

Keywords: Strategy, Innovation, Remittance

INTRODUCTION

Remittance is a service that enables senders or customers from Indonesia to transfer money to recipients abroad. This activity is known as outward remittance and inward remittance. Indonesian workers often use remittance services to send money to recipients overseas. Remittance is an economic force for the country in terms of contributing to foreign exchange as well as supporting the families of local laborers (OJK, 2021). The Deputy Governor of Bank Indonesia, Sugeng, stated that in 2018 remittances generated foreign exchange earnings of USD 8.8 billion or IDR 127.6 trillion, calculated at an exchange rate of IDR 14,500 per US dollar. The Global Knowledge Partnership on Migration and Development (KNOMAD) recorded that Indonesia is among the top 10 countries with the largest remittance activities. In addition to international support, money sent by migrant workers constitutes one of the largest flows of funds for developing countries. In Indonesia, remittance refers to the flow of funds derived from the income of migrants and short-term employee income transfers (personal remittance transfers). This can be observed through the following chart:

Indonesia's Total Data Remittance in Juli 2020-2023



Resource: *Trading Economics* (2024)

On the above chart, the data demonstrates the remittance activities from 2005 to 2023, showing a consistent increase reaching 3.82 million USD, despite a decline in 2020 to just 2.26 million USD. However, by December 2023, the remittance activity showed a significant recovery. This increase in remittance activities supports the nation's income. Remittance forms an essential part of international capital flows, especially in labor-exporting countries. By the third quarter of 2021, the number of Indonesian migrant workers reached 3.2 million people. Along with technological advancements, remittance services are crucial for people who need to conduct financial transactions quickly. This has led to several institutions offering remittance services. However, remittance activities cannot be conducted anywhere. Before sending money, the first step is to identify official locations licensed by authorized institutions. These locations include money transfer service providers such as banks and post offices. Money transfers can occur in two directions: first, from abroad to the domestic country, and second, from the domestic country to abroad. Therefore, remittance is categorized into two types: outward remittance (money transfers abroad) and inward remittance (money received from abroad). Outward remittance involves domestic-to-overseas transactions where the sender transfers money in Rupiah, which the recipient then receives in a foreign currency. Conversely, inward remittance involves transactions from abroad to the domestic country, such as a migrant worker abroad sending money to their family in Indonesia (PT Bank DBS Indonesia, 2019).

One of the Islamic banks offering remittance services in Indonesia is Bank Muamalat. On October 27, 1994, two years after its establishment, Bank Muamalat achieved the status of a foreign exchange bank. This recognition solidified its position as the first and leading Islamic bank in Indonesia, continuously developing various services and products. Islamic banks advocate for remittance service providers to adhere to international best practices, such as the remittance principles established by the Committee on Payment and Market Infrastructures (CPMI) and anti-money laundering and terrorism financing principles (AML-CFT) issued by the Financial Action Task Force on Money Laundering and Terrorism Financing (FATF). In supporting national economic growth to achieve sustainable development goals (SDGs), strengthening Islamic financial inclusion and social finance can play a significant role. Achieving socio-economic justice and welfare is a core objective of Islamic economics and finance, aligning with the United Nations' SDGs as a global guide for overall societal well-being.

Remittance services provided by banks have a positive impact and are particularly beneficial for Indonesian workers wishing to send or receive money from abroad. However, this remittance business also faces challenges for banks operating in Indonesia, especially Islamic banks. For example, remittance services via mobile banking in Indonesia are only available at a few banks, such as Bank Neo Commerce, Bank Negara Indonesia (BNI), and Bank Mandiri. Islamic banks, however, have not yet introduced remittance features via mobile banking, making it less convenient for customers to send or receive Western Union transfers without visiting a branch. The development of mobile banking and internet banking features in Islamic banks has not been widely addressed, making this a potential area for innovation, especially for Bank Muamalat Indonesia. For this reason, Islamic banks, particularly Bank Muamalat's Banda Aceh branch, must implement strategies for remittance services that can be broadly utilized. These include collaborations with e-money platforms widely used abroad and the development of mobile banking features for overseas transfers, providing Islamic bank customers with practical, easy, and fast cross-border transaction options without visiting a bank branch.

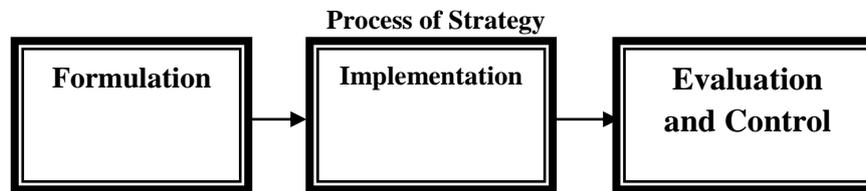
Such initiatives also aim to increase domestic and international tourist visits, particularly from Muslim-majority countries requiring financial institutions like banks to adhere to Islamic principles, ensuring foreign tourists can still transact. In general, a strategy is a comprehensive and structured plan designed to achieve the vision and mission in an orderly manner. A strategy encompasses a comprehensive framework that clearly explains how a company will achieve its set objectives based on its established vision and mission. Strategy emphasizes how well-organized and consistent planning is in achieving these goals. Strategic implementation consists of three steps: initial steps, implementation steps, and final steps. Initial steps involve strategy formulation, including environmental observation and short- to long-term planning. Implementation steps entail budgeting, human resource development, and policy improvement (Rangkuti, 2013). Finally, the evaluation step reviews the alignment between strategy implementation and formulation, assessing internal and external factors, measuring achievements, and taking corrective actions (Robbin & Coulter, 2014).

Thus, in strategic management, specific steps are essential for achieving company goals. This study focuses on Bank Muamalat Indonesia (BMI), the first Islamic bank in Indonesia, particularly the Banda Aceh Branch Office. This office is the only branch in Banda Aceh and operates as a foreign exchange branch, making it a representative study location for the Sumatra region. Based on the explanation above, this research aims to examine the strategies of Bank Muamalat Indonesia concerning remittance services. This study is titled: **“Innovation Strategies for Islamic Bank Remittances in the Digital Ecosystem: A Study on Bank Muamalat Banda Aceh Branch Office**

THEORY

A. Strategy

A strategy has a foundation or framework to achieve the desired goals. Essentially, a strategy is a tool to achieve objectives. Experts have presented various definitions of strategy from different perspectives; however, all share a common meaning: achieving goals effectively and efficiently. Among the experts who have defined strategy is Rachmat, who stated that strategy is a process aimed at achieving a goal, oriented towards the future, and focused on competing to reach targets (Rachmat, 2014). According to Krisnandi et al. (2019), the stages of strategy include strategy formulation, strategy implementation, and strategic control evaluation, which can be illustrated as follows:



Resource Data: Processed by Author (2024)

Strategy formulation involves a series of steps, starting with the development of the company's mission by identifying external opportunities and threats, evaluating internal strengths and weaknesses, setting the company's long-term goals, and generating alternative strategies to achieve them. Strategy implementation requires the establishment of specific annual goals, policy creation, employee motivation, and resource allocation to effectively execute the strategy. This includes building an organizational culture that supports the strategy, designing an efficient organizational structure, making marketing direction changes, managing budgets, developing information systems, and linking compensation to organizational performance. Evaluation and control of the strategy is the final stage of strategic management, where the strategy is periodically assessed to ensure alignment with the company's objectives, and control measures are applied to address necessary changes.

B. Inovation

The term "innovation" originates from the English word "innovation," which means change. According to Zimmerer, as cited in Kusumaningtyas (2019), innovation is the ability to apply creative solutions to problems and opportunities, enhancing or enriching people's lives. Similarly, Harvard's Theodore Levit, as cited in Kusumaningtyas (2019), defines innovation as the application of creative solutions to existing problems and opportunities to improve the welfare of society. Both definitions emphasize the role of innovation in achieving improvements through creativity. In the current era of intense global competition, innovation has become a crucial factor for companies to penetrate new markets, maintain their market share, and enhance their competitive advantage. It has become an integral part of business strategies, playing a significant role in securing a competitive edge. Consequently, innovation management has emerged as a central focus in both academic research and business practices, aiming to address challenges companies face in achieving sustainable competitive advantage within the global business landscape (Hakim & Kartadjaya, 2018). One approach to innovation that has gained attention is the need-based innovation process, often referred to as the discovery strategy. Murphy, as cited in Kusumaningtyas (2019), describes the discovery strategy as involving five key steps. The first step is to develop a list of potential needs. These needs can come from various sources, but identifying and validating them requires the use of human-centered design tools and active engagement with stakeholders. Listening to the voices of customers and users, as well as observing real-life situations, is crucial in this phase.

The second step is defining the needs, which involves creating a well-articulated problem statement that summarizes the current challenges and assembles a team to address the issues. Once the needs are clearly defined, the third step is to detail opportunities for each need. This involves prioritizing key opportunities and developing assessment systems based on metrics such as market size estimates, regulatory responses, challenges, and competition. Data collection and iterative evaluation are vital during this phase. The fourth step is to create solutions, which begins once the problem is understood and the key needs are identified. The final step, the ideation process, involves brainstorming and generating ideas while ranking them based on predetermined criteria. This structured approach ensures that the innovation process is systematic and focused, ultimately leading to the development of impactful solutions (Kusumaningtyas, 2019).

C. Remittance

According to Bank Indonesia regulation number 23/6/PBI/2021 concerning payment service providers, remittance service activities are activities that include fund transfers both in the form of accreditation and execution of fund transfer orders, whose source of funds does not come from an account managed by the remittance service provider. This means that this remittance service aims to facilitate the transfer of funds between individuals or entities without going through an account managed by the remittance service provider. (Bank Indonesia, 2021). Incoming remittances and outgoing remittances are divided into two categories based on the purpose of delivery. Incoming remittances are when money is transferred from abroad to the recipient's place. If someone in Indonesia receives money from someone in Malaysia, then it is an inbound remittance. Inbound remittances usually indicate money sent by overseas workers to families in their home country, while outbound remittances usually indicate money sent by overseas workers to families in their home country. According to Caleb (2020), the motivation for sending remittances is divided into three, namely pure self-interest, pure altruism and tempered altruism, namely motivation due to pure self-interest, motivation for altruistic behavior is emotional with crucial goals, and motivation. Remittance services at Islamic banks use a wakalah (representative) contract. In accordance with DSN Fatwa Number 10/DSN-MUI/IV/2000 dated April 13, 2000 concerning wakalah, that the ijab qabul statement must be stated by the parties to show their will in entering into a contract (contract). And wakalah with rewards is following and cannot be canceled unilaterally (Bank Muamalat Indonesia, 2019). Akad wakalah is a representative or al-Wikalah. According to the language is al-hifdz, al-kifayah, al-dhaman and al-tafwidh (submission, delegation and mandate). According to Hasbi Ash-Shiddiqie al-wakalah is a power transfer contract, in which a person appoints another person as his substitute in acting.

D. Digital Ecosystem

Digital ecosystems refer to the diversity of communities and environments that function as an ecological whole in the digital world. Etymologically, the term "digital" comes from the Greek "digitus" which means 10 human fingers or toes, representing a binary number system with values 1 and 0. Digital technology has several theoretical studies, one of which is technology adoption theory. Technology adoption theory is a conceptual framework used to understand how and why individuals or groups adopt and use new technologies. This theory discusses the factors that influence users' decisions to accept or reject a technology, as well as the processes behind technology adoption in social, cultural, and organizational contexts (Venkatesh, 2016). One of the most well-known theories of technology adoption is the "Diffusion of Innovations Theory" developed by Everett Rogers in 1962. This theory identifies five stages in the technology adoption process: knowledge, persuasion, decision, implementation, and confirmation. In addition, this theory suggests that innovations are adopted by a group of people in society consisting of innovators, early learners, early majority, late majority, and laggards (Rogers, 2019). According to Hamdan in Asnawi (2022) the Industrial Revolution 4.0 has accelerated product development, expanded consumer choice, and lowered product prices. In addition, a study from the World Economic Forum in Kusuma et. al (2020), predicts that this technological development will bring changes in employment that reach 75 million jobs and at the same time 133 million new jobs will emerge in the next four years. When information technology helps the economy and meets people's needs such as banking product innovations, for example remittances, sending and receiving money abroad becomes easier. However, these shipments still require the intermediary of a Teller or machine abroad and take time to receive (Kusuma et al, 2020).

RESEARCH METHODS

This research uses a qualitative approach, which is an approach that uses data that is present or expressed in the form of words, sentences, narrative expressions, and images (Sutama, 2016). This type of research is field research or field research which is a type of research that studies the background, current processes, and interactions of individuals, groups, institutions, and communities in a particular environment. Field research is a type of research that focuses on things that happen in people's lives (Rianse, 2008). In this study, researchers describe the results of studies related to the remittance innovation strategy of Islamic banks in the digital ecosystem. The source of this research uses primary data taken directly from sources through a structured interview method with several prepared questions. The main source in this research is the branch operational service manager (BOSM) of Bank Muamalat KCU Banda Aceh. BOSM is a person with the right position to be used as a research informant because he understands the various products and services available at the bank including remittance services. In addition, BOSM is also responsible for authorizing every transaction in the bank so that it is considered capable of answering various questions about the research title. The data analysis technique was carried out in three ways, namely data reduction, data presentation, and conclusion drawing.

RESULT

The results of this study include the stages of strategy formulation which includes activities to formulate a vision and mission and long-term goals, environmental and organizational assessments, identify opportunities and threats and determine the strengths and weaknesses of remittance innovation strategies at Bank Muamalat KCU Banda Aceh. Then implementing a strategy that contains the action of determining work targets and implementation plans, preparing an effective organizational structure, preparing program and budget plans and developing effective information and technology systems. In addition, the evaluation and control stage of the strategy includes measuring employee performance and monitoring the work environment internally and externally at Bank Muamalat Banda Aceh Sub Branch.

A. Formulation of Remittance Innovation Strategy of Bank Muamalat Banda Aceh Sub Branch in the Digital Ecosystem

In this study, the innovation strategy formulation of Bank Muamalat KCU Banda Aceh is a series of initial processes in setting organizational goals and policies for various programs. These processes include identifying external opportunities and threats to the company, determining the company's internal strengths and weaknesses, setting long-term goals for the company, and then selecting and developing alternative strategies to achieve these goals. Strategy formulation is the stages of using available knowledge, data and information to shape the desired direction of the company and specific steps to achieve company goals. In this case, Bank Muamalat KCU Banda Aceh also has a remittance innovation strategy formulation created to develop remittance products to meet customer needs. For this reason, the remittance innovation of Bank Muamalat KCU Banda Aceh is carried out in accordance with the rules of strategy formulation elements where Bank Muamalat KCU Banda Aceh in preparing its strategic planning they make adjustments to the vision, mission and long-term goals of Bank Muamalat Indonesia which has targets at the international level.

Bank Muamalat KCU Banda Aceh then conducts an environmental and organizational assessment with the type and initial assessment steps, especially for employees to measure the quality of employees to be able to run remittance product innovation properly. These assessments include personality, skill, aptitude and initial assessment which assesses the abilities, personality, and talents of employees. Then Bank Muamalat KCU Banda Aceh also identified opportunities and threats to remittance products, namely the opportunity to work with travel and Hajj and Umrah customers. While the threat from external parties of Bank Muamalat KCU Banda Aceh is conventional banks that have remittance products that can be accessed through internet banking and mobile banking applications. In addition to identifying opportunities and threats, they also determine the strengths and weaknesses of remittance products. The strength of remittance products if provided on mobile banking is that it makes it easier for people to make transactions without having to go to the bank. While the weaknesses of remittance product innovation are the many considerations of the transaction process, costs, and calculation of foreign currency exchange rates, especially the assessment of foreign currency authenticity indicators from each different country. One form of preparation for remittance product innovation is by conducting online meetings through zoom meetings with representatives from each branch office in Indonesia to discuss innovations related to remittances in the digital ecosystem, namely bringing up remittance features in Bank Muamalat Indonesia's mobile banking, namely Muamalat Din. The meeting is one example of a form of strategy formulation from Bank Muamalat Indonesia as the main office which is the center of Bank Muamalat in Indonesia. The meeting was held to inform and accommodate ideas from each office representative regarding product innovations that will be carried out.

Bank Muamalat KCU Banda Aceh in conducting remittance activities, adapts to any Bank Indonesia regulations related to foreign transactions and foreign exchange transactions, for example Bank Indonesia Regulations on foreign exchange transactions against the Rupiah between banks with foreign parties and domestic parties state that Bank Indonesia regulates financial market infrastructure in the foreign exchange market, which includes transaction processes, clearing, and reporting and management of data and information. In addition, Bank Indonesia has the authority to determine the type and standardization of transactions that can be held in the foreign exchange market. So that the policy of Bank Muamalat KCU Banda Aceh is guided by Bank Indonesia Regulation is appropriate (Bank Indonesia Regulation, 2016).

Strategy formulation regarding the initial steps in innovating remittances set by Bank Muamalat KCU Banda Aceh is in accordance with the theory of strategic stages by (Krisnandi, 2019), where in this case Bank Muamalat KCU Banda Aceh has determined field assessment, SWOT analysis in the form of strengths, weaknesses, opportunities and threats of remittance products as policies and initial steps for resolving future obstacles.

B. Implementation of the Remittance Innovation Strategy of Bank Muamalat KCU Banda Aceh in the Digital Ecosystem

In the aspect of strategy implementation refers to the process by which several strategies and policies are converted into action through the development of programs, budgets and procedures that contain several steps, namely determining the strategic framework which is also contained in the aspect of strategy formulation and then realized in reality. The steps of implementing innovation strategies in remittance services at Bank Muamalat KCU Banda Aceh are in accordance with the rules of the elements of the strategy implementation stage. This starts from the activity of setting work targets that are guided by the SKP (employee performance targets) format of Bank Muamalat Indonesia which must be met and has different targets and responsibilities according to the position and position held. While this innovation program plan is still waiting for further information from the head office regarding the continuation of the program and the time of realization of the program. Furthermore, Bank Muamalat KCU Banda Aceh also compiled an effective organizational structure as a follow-up step to the implementation of strategies for smoothness and success in developing products. Then the head office also takes into account the budget needed to innovate a product, and ensures that the information systems and technology owned by Bank Muamalat Indonesia, especially in mobile banking, are able to run remittance innovations in the digital ecosystem.

Remittance product innovation at Bank Muamalat Indonesia is still in the process of being realized at Muamalat Din because Bank Muamalat KCU Banda Aceh as a branch office is still waiting for decisions and next steps from the head office regarding the realization of remittances at Muamalat Din. Bank Muamalat Indonesia also makes adjustments between direct transactions at the bank and digital transactions because this remittance service has many considerations, especially the adjustment of filling in customer data in the LLD form with customer data in Muamalat Din, then adjustments to available fees, adjustments to exchange rates and banknotes in accordance with Bank Indonesia. However, the remittance services that have been carried out at Bank Muamalat KCU Banda Aceh, have been carried out properly and in accordance with the provisions and rules of the head office of Bank Muamalat Indonesia and regulations from Bank Indonesia. Remittance services that have been carried out relate to the Central Operation Department which is responsible for retrieving data through a secure connection to be verified and sent via SWIFT, where this also requires qualified information technology for transaction success. Then there is also a part of the Central Operation Department that does bookkeeping in the Muamalat Core Banking System and reconciles transactions and the Treasury Division which is responsible for informing constraints to each branch office regarding customer account balances and dealing with Bank Nostro receiving customer funds in collaboration with Bank Muamalat Indonesia.

Bank Muamalat KCU Banda Aceh is motivated to innovate remittance products because the number of customers or public demand is still lacking in using remittances at the bank so they are encouraged to make updates to Muamalat Din to attract customers to recognize and use remittance features in the digital ecosystem. The implementation of other strategies carried out by the head office of Bank Muamalat Indonesia to add ideas and develop features in the mobile banking of Bank Muamalat Indonesia is an activity such as a challenge or lottery from the head office of Bank Muamalat Indonesia to each branch office by opening the latest ideas related to updating and adding features to Muamalat Din. This is one of the strategies of Bank Muamalat Indonesia to continue to update and add features to Muamalat Din according to customer needs and current trends. This is also in accordance with research conducted by Atmojo (2023) which examines the importance of developing strategies to increase customers at Bank Muamalat KCU Semarang with specific steps.

The steps in implementing the strategy at Bank Muamalat KCU Banda Aceh are also in accordance with the theory of strategic stages (Krisnandi, 2019), which states that strategy implementation requires companies to divide performance responsibilities according to their duties and functions, create information systems that can guarantee the measurement of work performance and ensure that management leadership is effective in motivating directing the company in doing something. The strategy implementation steps taken are also related to previous research by Asmuni (2022) which states that the strategy of the Islamic banking industry in facing the digital era can be carried out by providing a form of good service and attention to customers.

C. Evaluation of Controlling the Remittance Implementation Strategy of Bank Muamalat KCU Banda Aceh in the Digital Ecosystem

Evaluation of the innovation strategy at Bank Muamalat KCU Banda Aceh refers to an objective way to evaluate the success and efficiency of the bank's strategy and to determine whether the strategy implemented helps the company achieve its stated goals. When viewed from the final step of strategic management, it is appropriate that the final step in a strategy is to evaluate. So far, the evaluation and control of strategies at Bank Muamalat KCU Banda Aceh has been carried out with good management. In evaluating the strategy, Bank Muamalat KCU Banda Aceh assesses the performance of each bank employee using certain assessment indicators called KPIs (key performance indicators). Bank Muamalat Indonesia has its own targets and objectives for each part of its workers according to their positions and positions, especially for employees related to

remittance services, namely Customer Service, Teller, Back Office, and Operation Service which of course have special assessments according to their respective responsibilities.

While in the aspect of strategic control, Bank Muamalat KCU Banda Aceh supervises the internal and external environment through complaints or reports from customers as evaluation and examination material from the company's internal audit team on a regular basis. Bank Muamalat KCU Banda Aceh strives for management to supervise strategy implementation techniques, find problems or changes in basic assumptions, and make the necessary adjustments. So that in this case Bank Muamalat KCU Banda Aceh has implemented steps to evaluate and control strategies in remittance services at the bank. Based on this description, it can be concluded that the evaluation and control aspects of Bank Muamalat KCU Banda Aceh's remittance innovation strategy are in accordance with Bank Indonesia's regulations on the concept of risk management which serves to control and supervise every bank in Indonesia (Bank Indonesia, 2021). This is also related to the theory of strategic stages by Krisnandi (2019), which states that strategy evaluation and control is the final step of the strategy stage, where this strategy evaluation and control includes certain steps such as measuring work achievement targets, implementation plans and measuring target achievement at a predetermined time and supervision in the company's internal and external environment. Furthermore, the steps of Bank Muamalat KCU Banda Aceh in the aspect of product innovation in the digital ecosystem are also in line with the innovation theory described by Kusumningtyas (2019), which states that an idea that has been planned must be evaluated as the company's final step to achieve its goals in making an innovation. Special strategies are carried out for company development and increase company profits. This is also in accordance with previous research which states that the digital system in Islamic banking is very influential on the course of banking itself by increasing customer transactions in Islamic banks (Widyaningrum, 2022).

CONCLUSION

This study examines and tries to find out how the formulation, implementation, evaluation and control of remittance innovation strategies at Bank Muamalat KCU Banda Aceh in the digital ecosystem. Bank Muamalat KCU Banda Aceh remittance innovation strategy formulation is a step in strategic planning in which is carried out by adjusting to the vision, mission and long-term goals of Bank Muamalat Indonesia. Then conduct field and organizational assessments, identify external opportunities and threats, and determine the strengths and weaknesses of remittance products as a form of policy and initial steps for strategy formulation. While the implementation of the remittance innovation strategy at Bank Muamalat KCU Banda Aceh is an implementation activity in the form of action after planning is structured in such a way. Remittance product innovation in mobile banking Bank Muamalat KCU Banda Aceh is still in the process of being realized because as a branch office is still waiting for further decisions and information from the head office. However, Bank Muamalat KCU Banda Aceh has special steps in the implementation strategy in innovating products, namely by forming an effective organizational structure, paying attention to employee performance goals, preparing program plans and preparing the necessary budget, and developing information systems and technology at Bank Muamalat KCU Banda Aceh. Then the evaluation and control of the remittance innovation strategy of Bank Muamalat KCU Banda Aceh is the final step as a form of evaluation carried out to improve and improve the internal quality of the company which includes employee performance appraisal activities through KPI (key performance indicators) that must meet targets and targets, as well as environmental monitoring activities internally through bank internal audits and supervision in external companies through reports and complaints from customers both directly and from internet banking and mobile banking of Bank Muamalat Indonesia.

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