



## History of the Development of Bank NTB Syariah

Muhammad Rifky Wijaya

Program Magister Akuntansi, Fakultas Ekonomi dan Bisnis, Universitas  
Mataram

**Corresponding Author:** Muhammad Rifky Wijaya [mrifky.wijaya@gmail.com](mailto:mrifky.wijaya@gmail.com)

---

### ARTICLE INFO

*Keywords:* History, Islamic  
Bank, Bank NTB

*Received :* 5, April

*Revised :* 14, May

*Accepted:* 28, June

©2024 Wijaya: This is an open-access  
article distributed under the terms of the  
[Creative Commons Atribusi 4.0  
Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This article's goal is to shed light on how Bank NTB Syariah came to be. This piece employs a literature review research strategy with a qualitative focus. The research findings demonstrate that Bank NTB Syariah has experienced numerous changes in response to developments in West Nusa Tenggara (NTB). As a result of the conversion, Bank NTB Syariah is now better able to make its own policy decisions and may see a decrease in the rampant fraud that plagues traditional financial institutions.

---

## INTRODUCTION

The rate of economic growth in Indonesia is really encouraging. One industry that has benefited from this expansion is banking, particularly the relatively new Islamic banking sector in Indonesia. The competence and resilience of Islamic banks to compete with conventional banks is one reason for the rapid expansion of Islamic banking in Indonesia. Beyond that, Islamic banking has shown its mettle and tenacity in the face of the worldwide economic downturn. The goal of Islamic banking, which is rooted on Islamic economic principles, is to help communities achieve economic stability and prosperity (Triwahyuningtyas & Ismail, 2017).

When it comes to the Islamic faith, the field of Islamic finance – which deals with matters of money and investments – is crucial. One area that has a major bearing on the world of investments is the financial sector. In general, sharia finance is a good system because it follows the sharia rules and aims to make sure that businesses that use sharia funding don't engage in usury or any other kind of unfair practice. Ismail & Triwahyuningtyas (2017) are cited.

The economic crisis and the subsequent loss of investor confidence, which in turn leads to lower investment, are direct outcomes of the high number of enterprises that have collapsed as a consequence of fraud, unethical activities, collusion, and nepotism. One could argue that these businesses lack effective corporate governance practices. But this is not the case with Islamic banks; unlike conventional banks, Islamic banks are exempt from the requirement that their customers pay interest. Islamic financial institutions can only distribute client funds in proportion to the return on investment (ROI) they have achieved. Unlike conventional banks that rely on an interest system, Islamic banks do not face negative spreads under this arrangement. Islamic banks ensure that their equities and other investment funds generate sharia-compliant and socially good income as they carry out their investing activities (Rosada, 2021).

Anwar Qureshi (1946), Naiem Siddiqi (1948), and Mahmud Ahmad (1952) are only a few of the numerous Muslim scholars who have written about the concept of sharia banks and their profit-sharing structure. After that, in 1961, Mawdudi penned a more in-depth explication of this concept. Islamic banking can trace its roots back to the works of Muhammad Hamidullah, which he penned in 1944, 1955, 1957, and 1962.

A growing number of Islamic banks are opening their doors in Indonesia. As one of the world's most populous Muslim nations, Indonesia plays a pivotal role in establishing a sharia economy. The merger of three Islamic banks – Bank Syariah Mandiri, Bank BNI Syariah, and Bank BRI Syariah – made Bank Syariah Indonesia the biggest Islamic bank in Indonesia at the moment. Another sign of Muslim unity is Bank Syariah Indonesia (BSI), which was formed by merging three major Islamic banks in Indonesia. The majority of Indonesia's sharia-compliant financial and economic institutions have merged. According to Mahargiyantie's (2020) research, this combination is strategically important for the growth of Indonesia's sharia economy. Two angles illuminate this strategic

function. The first one has to do with mitigating the possibility of usury, gharar, and dhalim in Indonesian muamalah by bolstering sharia muamalah, which in turn allows for the growth of markets and expanded access to sharia economics and financing. Bank Syariah Indonesia's second strategic function is to bolster the national economy through increasing financing for businesses and national growth and the creation of capital and money. For Indonesia, the establishment of BSI marks a significant turning point in its history. It was thought that Indonesia will become the global hub of sharia economics and banking if these Islamic institutions merged.

The Islamic banking industry in Indonesia experienced tremendous growth after the passage of Law Number 21 of 2008, which addressed the industry. Evidence of this may be found in the 2016 annual report of Bank Syariah Mandiri, one of Indonesia's Islamic banks (before to the merger), which revealed an increase of 12.02% in banking assets. The success of Islamic banking is positively affected by this. A bank's financial performance reflects how well the bank has done in its day-to-day operations. One of the most essential ways to measure a bank's success is by looking at its financial performance. Beginning with a review of the company's assets, debt, liquidity, etc. Take Bank Syariah Mandiri (BSM) as an example. Despite not having an interest system or being involved in the production sector, research shows that BSM had good financial performance and could meet its needs with its current liquidity ratio (Mustamin, Ismawati, & Mulato, 2020).

Financial performance was not significantly different between Bank Syariah Mandiri and Bank BNI Syariah, according to other research (Surya & Asiyah, 2020). According to another study (Ismanto & Laksono, 2020), when comparing the financial performance of Bank BRI Syariah, Bank Syariah Mandiri, and Bank BNI Syariah, the former two performed better in terms of capital, while the latter two performed worse.

The establishment of the West Nusa Tenggara Regional Development Bank (Bank Pembangunan Daerah Nusa Tenggara Barat/BPD NTB) was mandated by the Level I Regional Government of West Nusa Tenggara with Regional Regulation No. 6 of 1963, in accordance with Law No. 13 of 1962, which deals with Basic Provisions for Regional Development Banks. The predecessor of today's PT Bank NTB Syariah was BPD NTB. Learning more about how Bank NTB Syariah came to be is the main goal of this piece.

## **THEORETICAL REVIEW**

The West Nusa Tenggara Regional Development Bank (BPD NTB) was created in 1963 with the status of a Regional Company (PD) and an initial capital of sixty million rupiah (IDR) thanks to the issue of the West Nusa Tenggara Level I Provincial Regulation Number 6 of 1963. It was decreed by the Minister of Central Bank Affairs/Governor of Bank Indonesia dated November 29, 1963, that BPD NTB be domiciled in Mataram, and the bank began operations on July 5,

1964. Between 1984 and 1993, the authorized capital of the bank was adjusted multiple times in accordance with provincial regulations. These included Provincial Regulation No. 1 of 1974, Provincial Regulation No. 9 of 1979, and Provincial Regulation No. 8 of 1981. According to Provincial Regulation No. 8 of 1984, dated October 20, 1984, and approved by the Decree of the Minister of Internal Affairs dated June 18, 1985, the authorized capital reached 6,000,000,000 (six billion rupiah).

Following the issuance of Law No. 7 of 1992, modifications were made to the Articles of Association and the authorized capital of BPD NTB was increased to IDR 25,000,000,000 (twenty five billion rupiah) in compliance with Provincial Regulation No. 1 of 1993. Consistent with Provincial Regulation No. 7 of 1999, dated February 15, 1999, which was ratified in the West Nusa Tenggara Province Regional Gazette No. 5, dated April 21, 1999, the Bank subsequently underwent a transformation from a Regional Company (PD) to a Limited Liability Company (PT). This was accompanied by an increase in the capital of the Bank to IDR 100,000,000,000 (one hundred billion rupiah). The Minister of Justice and Human Rights of the Republic of Indonesia issued Decree No. C.8225.HT.01.01 Th.99 on May 5, 1999, authorizing the aforementioned modifications to the Deed of Establishment of a Limited Liability Company, which was notarized by Notary Samsaimun, S.H.

The Minister of Law and Human Rights of the Republic of Indonesia ratified the Notarial Deed No. 24, dated October 20, 2004, by Decree dated November 3, 2004, and the Bank commenced its expansion to sharia-based activities on the basis of this document. It followed the formal establishment of the Sharia Business Unit (UUS) Division.

## **METHODOLOGY**

A literature review serves as the research strategy for this article's qualitative methodology. The researcher gathers information by reading and analyzing papers, articles, and journals that cover subjects related to their own. Secondary data is what this study is based on. Methods such as data gathering, data presentation, and conclusion drawing are all part of the qualitative data analysis model proposed by Miles Huberman and Saldana by Sugiyono (2019) states.

## **RESULTS**

The establishment of BPD NTB's first Sharia Branch Office in Selong City, East Lombok Regency was sanctioned by Bank Indonesia in Letter No. 7/16/DPwB2/IDwB2/Mtr dated May 9, 2005. The bank's authorized capital was increased to IDR 250,000,000,000 (two hundred and fifty billion rupiah) again since then, per the BPD NTB's GMS Decision in the Notarial Minutes of BPD NTB's Shareholder Decision Statement, as stated in the Deed of Amendment to

the Articles of Association No. 3 dated March 3, 2008, made before Notary Fikry Said, S.H., and confirmed by the Decree of the Minister of Law and Human Rights of the Republic of Indonesia dated June 6, 2008. April 30, 2010, saw the implementation of the bank's vision, mission, cultural values, and ten main behaviors. On May 8, 2010, the new logo was launched, symbolizing the shift to become a trustworthy, reputable, and community pride bank.

A further change was made to the permitted capital to IDR 1,000,000,000,000 (one trillion rupiah) in order to meet the requirements of Bank Indonesia's policy on the Indonesian Banking Architecture (API) regarding Capital Minimum Provisions for Banks. It was implemented in accordance with the December 5, 2011, decision statement of the BPD NTB shareholders, as detailed in the December 9, 2011, Deed of Amendment to the Articles of Association No. 53. The Republic of Indonesia's Minister of Law and Human Rights gave his approval via decree dated January 11, 2012.

A PT Bank NTB Syariah Conversion Project Management Team was established in accordance with the Decree of the Directors of BPD NTB dated November 10, 2016, in continuation of the discussion initiated at the Extraordinary General Meeting of Shareholders (RUPS-LB) on October 31, 2016, with respect to the transformation of BPD NTB into PT Bank NTB Syariah. According to the West Nusa Tenggara Governor's Decree dated December 6, 2016, the Steering Team for the Conversion of BPD NTB to PT Bank NTB Syariah was appointed as well. It was also authorized to increase the Bank's authorized capital from one trillion rupiah to two trillion five hundred billion rupiah, from one trillion to two trillion—a significant increase. Notary Abdullah, S.H. witnessed the application of the plan to change the name of BPD NTB to Bank NTB Syariah and increase the authorized capital to 2,500,000,000,000 IDR on November 30, 2016, in compliance with the BPD NTB's GMS Decision of October 31, 2016, as stated in the Deed of GMS Decision Statement No. 14.

Separation of Sharia Business Units (UUS) into Sharia Commercial Banks (Bank Umum Syariah, or BUS) is a requirement of Law no. 21 of 2008 for Conventional Commercial Banks with UUS asset values reaching half of the parent bank's total asset value or fifteen years after the law's enactment (i.e., 2023). The four UUS that have transformed into BUS in the past decade are as follows: UUS BNI Syariah's spin-off in 2010, UUS BTPN Syariah's merger with Bank Sahabat Purbadanarta in 2014, Bank Aceh's conversion to Bank Aceh Syariah in 2016, and BPD NTB's conversion to Bank NTB Syariah in 2018.

The change from BPD NTB to PT Bank NTB Syariah is outlined in the Provincial Regulation of West Nusa Tenggara Province No. 8 of 2018 and confirmed in the Decree of the Minister of Law and Human Rights of the Republic of Indonesia dated August 23, 2018. The bank obtained its operational

license as a Sharia Commercial Bank from the Financial Services Authority (Otoritas Jasa Keuangan/OJK) through a Decision of Members of the Board of Commissioners dated September 4, 2018, and the change was officially implemented at all branch offices starting September 24, 2018. Assets decreased by IDR 1.7 trillion, third-party funds (Dana Pihak Ketiga/DPK) decreased by IDR 2 trillion, and financing decreased by IDR 227 billion between the August 2018 financial report of BPD NTB (the last financial report before conversion) and the December 2018 financial report of PT Bank NTB Syariah (three months after conversion).

This happened because some depositors did not receive the special rates offered and because customers adapted to purchasing items and services using sharia methods. During the conversion, a comparable situation also arose at Bank Aceh. Bank Aceh converted to a Sharia Commercial Bank in the fourth quarter of 2016. The company's financial performance dropped. Total assets, deposits, and financing at Bank Aceh Syariah all saw strong increase in 2017, proving that the dip was just transitory.

Due to the inability to account for BPD NTB's revenue prior to the conversion, PT Bank NTB Syariah was only able to record a net profit of IDR 38 billion in 2018. In 2018, PT Bank NTB Syariah's (January–September) and BPD NTB's (January–September) combined revenue was IDR 151.9 billion. Profit for PT Bank NTB Syariah came to IDR 163 billion in 2019, with assets expanding by 23% to 8.6 trillion IDR, deposits increasing by 39% to 6.8 trillion IDR, financing increasing by 15% to 5.6 trillion IDR, and so on.

It was believed that the Bank's performance dropped because of the conversion because of this transitional circumstance. Transition time for internal consolidation and outreach to customers, particularly established customers, is an inevitable part of every company action, including the conversion process. Finding a way to make this changeover as painless and quick as possible is the real difficulty. It is impossible to gauge the effect of conversion in a relatively little time frame. According to Hanifa Assofia's 2019 study of Bank Aceh's performance following conversion (2016-2018), the bank met or exceeded profitability expectations and was able to use those profits to fuel capital growth. According to Sinathrya Al Kautsar et al. (2019), Bank Aceh Syariah had less risk when it was an Islamic bank rather than a traditional one. There was also success in converting BPD NTB to BPD NTB Syariah. It went through a transformation and grew substantially in a short amount of time.

Based on what we know from Bank Aceh and Bank NTB, there are a number of factors to think about while converting. We need the complete backing of our stockholders first. Not long after Bank Aceh became a Sharia Commercial Bank, the decision to convert Bank NTB was reached at the Extraordinary

General Meeting of Shareholders (RUPS-LB) on October 31, 2016. It is crucial to have the full backing of shareholders in order to proceed with implementing this approach. Secondly, a dedicated team to prepare for the conversion needs to be formed. To complete the conversion process in the allotted period with little risk, a specialized cross-competency team is needed. Strategic, legal, information technology, and human resource management experts all lend a hand to this group at Bank NTB. The third step is to conduct extensive research to learn about the current state of the market, the preferences of current customers, and the level of preparedness and enthusiasm among employees over the conversion process. In order to assess the preparedness of staff for conversion, ascertain the bank's standing in comparison to rival banks, and develop post-conversion marketing plans, this is essential. Concerning the fourth point, training staff is necessary because not all workers are familiar with Sharia banking goods. The training also helps staff integrate the bank's new vision and mission as well as its corporate principles, so that the transition is about more than just the products and legalities; it's also about the culture and values of the organization, which will show in how everyone acts. Fifth, get the technological infrastructure ready. Products with Sharia schemes can't be accommodated without a dedicated IT infrastructure. You can also use the conversion moment to announce new features, services, or products that offer more value to clients. One of the alternatives available to BPDs with UUS is a conversion plan in accordance to Law no. 21 of 2008. Among the arguments in favor of a conversion is the capital element. Shareholders must put up a minimum of IDR 500 billion to transform the UUS BPD spin-off into BUS, and by 10 years, that amount must be raised to at least IDR 1 trillion.

These banks will be small and uncompetitive with capital of only IDR 500 billion. Then it would be better for local governments to use this cash for infrastructure projects or poverty alleviation initiatives, rather than capital. If another sharia commercial bank were to acquire or liquidate BPD Aceh Syariah back then before conversion, the current policy in accepting deposits for Hajj registration will change. Trust towards the local government will be threatened as local residents who were previously able to register for the Hajj through BPD will no longer be able to do so due to the closure or sale of UUS. There are two possible approaches to conversion: the "big-bang" method and the incremental method. In the first method, conventional commercial banks will gradually increase the proportion of UUS until they become sharia commercial banks; in the second method, conventional commercial banks will develop their UUS internally, attract new customers with sharia products, and so on. The second is to change ordinary deposits that are about to mature into sharia deposits. Service

and operational risks can be mitigated by using this strategy compared to a “big-bang” conversion.

After converting to a Sharia Commercial Bank, Bank NTB Syariah emphasized on the strengthening of its principles by launching Sharia Lifestyle “Hidup Berkah Tanpa Riba” initiatives as an effort to spread a new lifestyle based on Islamic law. One concrete manifestation of this agenda is the Gelegar Property Expo 2019 which was first held in NTB on 26-28 April 2019. The Amanah Value has been refined into a Shared Value to accelerate the assimilation of corporate culture which is very important for the Bank in realizing the Bank's Vision and Mission. According to Mahargiyantie (2020), sharia economics and finance have experienced above average growth in Indonesia and throughout the world due to increasing awareness of the halal lifestyle. On December 17, 2020, the first stone was laid by the Governor of NTB and the Mayor of Mataram City for the construction of the Bank NTB Syariah head office building on Jalan Udayana Islamic Center. This project is scheduled for completion in 2020.

Bank NTB Syariah and PT MGPA Nusantara Jaya were collaborating in building efficient circuit infrastructure at the Mandalika Circuit in preparation for World Superbike and MotoGP. Tambora Junior and Tambora Purnabakti are savings products launched by Bank NTB Syariah to meet the needs of the community, especially in NTB, as a response to increasingly complex business problems. These programs aim to instill the habit of saving in the nation's next generation through Tambora Junior. Tambora Purnabakti offers special services to customers who have retired or will soon retire. The bank has taken anticipatory steps to strengthen its business so that it can survive the pandemic and changes in business practices that have occurred. Bank NTB Syariah is building a solid foundation for future progress by utilizing synergy and cooperation. Bank NTB Syariah's Noble Mandate for Advanced Indonesia can be realized through the Smart Vision for Continuous Development.

Launched on March 9, 2022, the Bank NTB Syariah QRIS initiative aims to encourage the adoption of non-cash transactions. The opening event for the Gelegar Expo of Property, Food and MSMEs, which was organized by Bank NTB Syariah, took place from 9 to 13 March 2022, and this launch was one part of the event. Many parties hope that Bank NTB Syariah, through QRIS initiative, will help create conducive conditions for a cashless society. The ability to use information and communication technology (ICT) systems to better serve consumers is crucial for the banking industry so that it can continue to keep up with the very rapid technological developments. Cash Deposit ATM Machines, or CRM ATMs, have been implemented by Bank NTB Syariah in September 2022. Customers can save paperwork and save time by depositing cash directly into their bank accounts with this customer relationship management machine. Even

on holidays or when banks are closed, customers can complete their transactions without having to queue.

In order to increase capital, competitiveness and company development in the future, the Bank is implementing a consolidation plan through a Joint Business Group (KUB). In order to comply with the provisions of POJK No. 12/POJK.03/2020 concerning Commercial Bank Consolidation, the 2022 Extraordinary GMS (RUPS-LB) which was ratified by Bank NTB Syariah Shareholders on November 21, 2022 has stipulated this. Bank NTB Syariah plans to improve its IT infrastructure, train employees better, and implement long-term reforms to company processes in 2022. To carry out their important role in improving the performance and expansion of the banking industry, human resources must be managed and educated consistently. This can only be achieved if you have a solid HR database and the time and resources to devote to it. Having a trustworthy, comprehensive and integrated online database is very important for research, regulation and supervision of human resources in banks in Indonesia. Every element needs to contribute financially and administratively so that the bank can achieve their goals, including training bank employees to be more productive and efficient.

It is believed that the Directors and members of the Board of Commissioners of the bank can inspire and guide employees to implement good corporate governance practices. Establishing and implementing effective corporate governance standards is the first step for every company that wants to improve the company's performance, reputation and overall success. The implementation of good corporate practices will be the basis for building a reliable bank, which not only complies with sharia law, but also develops and has a positive impact. What we call "corporate governance" is really nothing more than a collection of laws and regulations that every company is required to comply with. With the support of systems and procedures, organizations can act responsibly and make ethical decisions (Carroll, 2016). Organizational ethics are as important as the rules and processes in running a business. The World Bank defines good corporate governance as "a set of norms and practices established by an organization or group of organizations in the economic sector with the aim of establishing and enforcing rules and regulations relating to the behavior of company owners, directors and managers in order to protect the interests of owners, shareholders and creditors" (Kikeri, 2016). In addition, according to Syakkroza, strong corporate governance is a system that helps an organization achieve its goals through efficient and economically productive resource management based on the values of justice, independence, openness and accountability (Syakkroza, 2008).

In short, corporate governance is a set of rules and regulations established by the top management of an organization to keep the business running well, meet all societal expectations, and pay attention to the demands placed on it by majority and minority shareholders. Bank NTB Syariah is a sharia commercial bank that facilitates lending and accepting deposits. Especially in areas where Bank NTB Syariah has branch offices, this contributes to economic growth. In order to realize this plan, Bank NTB Syariah follows Good Corporate Governance (GCG) guidelines and realizes how important it is to implement these guidelines at every step for the benefit of stakeholders. The five pillars that form the basis for implementing GCG are as follows:

1. Transparency
  - a. An organization's objectives, strategies, financial status, management, risk analysis, supervision and internal controls are all detailed on the bank's website.
  - b. Interested parties obtain information from financial institutions in a timely, adequate, clear, accurate and comparable manner.
  - c. This principle of openness continues to pay serious attention to regulations relating to individual rights, financial secrets and personnel secrets.
  - d. Written notification regarding Bank policies, including changes thereto, is available for any interested party to know.
2. Accountability
  - a. Implementing GCG is team work, and every department and employee in the bank knows its part and is competent in its job description.
  - b. Performance reviews at all levels of the company refer to established standards that reflect the bank's values, objectives and strategies.
  - c. The bank ensures that all corporate organs have clear responsibilities and work together to achieve the bank's long-term goals. So that each organ can carry out its duties, the Bank also provides the necessary information and expertise.
3. Responsibility
  - a. The Bank adheres to prudential principles and follows all applicable regulations.
  - b. The Bank prioritizes environmental preservation and reasonable social responsibility.
4. Professionalism
  - a. The Bank avoids situations where the Bank could be biased or unfairly dominated by one interest group or individual.
  - b. Without bias or outside interference, the Bank makes decisions.
  - c. Strong dedication to the growth of Sharia Banking exists within the Bank.
5. Fairness

- a. The interests of stakeholders are considered by the Bank in accordance with the concepts of equality and obligation.
- b. To ensure that all stakeholders have the opportunity to voice ideas and provide feedback, the Bank organizes several events.
- c. Every shareholder is respected and treated fairly by the Bank.

A comprehensive series of Good Corporate Governance (GCG) policy and procedure guidelines have been developed and refined by PT Bank NTB Syariah in accordance with the provisions stipulated by the Financial Services Authority in Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units. With a strong commitment to its vision to develop "Collaboration and Synergy for Progress," Bank NTB Syariah is in the right position to have a positive impact on society and achieve its goals, especially in the West Nusa Tenggara region. The following are some of the many advantages of sharia banking:

- a. Effectiveness, equality and solidarity are the basis of the Islamic Bank's operational framework.
- b. Not affected by financial uncertainty. There is an agreement between the bank and depositors regarding determining the price for the bank's profit sharing. The amount of profit sharing that depositors will receive is determined by the type of deposit and time period.
- c. Sharia bank profit sharing arrangements are more freely decided.
- d. Government policies can be more easily implemented by Islamic banks.
- e. Avoid money laundering practices.

However, the use of Islamic banks is also not free from various weaknesses. Some of them are:

- a. A person is likely to be in bad faith if they have prejudice against any and all clients and assume that everyone appears trustworthy and honest.
- b. There is a higher chance of errors with profit sharing systems compared to traditional banks because they involve complex calculations.
- c. The impact of errors in project evaluation is higher compared to traditional banks.
- d. Due to the tendency of Islamic bank management to use traditional, legally protected banking products with little product variation, Islamic banking products fail to meet public demand and are less competitive.
- e. The general public has an unfavorable view of how Islamic banks function.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on what has been said so far, it is safe to say that BPD NTB has changed a lot since its inception in 1963, as the West Nusa Tenggara region has developed. Its permitted capital increased from sixty million rupiah (IDR 60,000,000) to two trillion five hundred billion rupiah (IDR 2,500,000,000,000) thanks to BPD NTB's creative initiatives that ran annually until it was changed to PT Bank NTB Syariah. Because of the conversion, PT Bank NTB Syariah is now able to make its own policy decisions and reduce the amount of fraud that happens at the bank, which is a big plus.

Bank NTB Syariah has experienced many changes since its founding in 1963 along with the development of the West Nusa Tenggara region. From the research findings, it shows that Bank NTB Syariah has experienced many changes, one of which is Bank NTB Syariah's ability to make its own decisions and policies. Researchers hope that Bank NTB Syariah will not quickly become satisfied with their development and will continue to innovate to provide the best service to the community

## **FURTHER STUDY**

It is hoped that further research can expand the scope of the research area regarding NTB Sharia banks so that it is not only limited to the history of Bank NTB. Apart from history, there are still many interesting things about Bank NTB that can be researched so that it can provide a more representative picture of the history and development of Bank NTB sharia.

## REFERENCES

- Carroll, C. E. (2016). *The SAGE Encyclopedia of Corporate Reputation*. Thousand Oaks: SAGE Publications, Inc.  
<https://www.bankntbsyariah.co.id/Beranda/berita/Menilik-Konversi-Bank-NTB-Syariah.html>
- Ismanto, D & Laksono, D. (2020). Analisis Perbandingan Kinerja Keuangan pada Bank Umum Syariah Bumn (Bank BRI Syariah, Bank Syariah Mandiri dan Bank BNI Syariah). *Jurnal Pasar Modal dan Bisnis*. Vol 2 (2), 99-114
- Kikeri, S. (2016). *Financialsector/Brief/Corporate-Governance*. Retrieved Juni 01, 2021, from The World Bank: <https://www.worldbank.org>
- Laporan Tahunan PT Bank NTB Syariah Tahun 2022 ([https://www.bankntbsyariah.co.id/Perusahaan/view\\_pdf/171](https://www.bankntbsyariah.co.id/Perusahaan/view_pdf/171))
- Mahargiyantie, S. (2020). Peran Strategis Bank Syariah Indonesia dalam Ekonomi Syariah di Indonesia. *Jurnal Al-Misbah*. Vol.1 (2), 199-208
- Mustamin, Ismawati & Mulato. (2020). Analisis Kinerja Keuangan untuk Menilai Keunggulan Bersaing pada Bank Syariah Mandiri Indonesia. *Jurnal Hukum Ekonomi Syariah*. Vol 3 (1) 51-64.
- Rosada, A. (2021). The Effect of Good Corporate Governance Implementation on Islamic Bank Financial Performance. *Management Analysis Journal*. 10 (1) 2502-1451
- Sugiyono. (2019). *Metodelogi Penelitian Kuantitatif dan Kualitatif Dan R&D*. Bandung: ALFABETA
- Surya & Asiyah. (2020). Analisis Perbandingan Kinerja Keuangan Bank BNI Syariah dan Bank Syariah Mandiri di Masa Pandemi Covid-19. *Iqtishadia: Jurnal Ekonomi dan Perbankan Syariah*. Vol.7 (2), 170-187
- Syakkroza, A. (2008). *Corporate Governance, Sejarah dan Perkembangan, Teori, Model dan Sistem Governance serta Aplikasinya dan pada Perusahaan BUMN*. Jakarta: Lembaga Penerbit FE UI

Triwahyuningtyas, E & Ismail. (2017). Analisis Kinerja Keuangan Bank Umum Syariah dan Faktor Yang Mempengaruhinya. *E-Jurnal Manajemen Kinerja*. 39-48. <https://doi.org/2407-7305>.